

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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AN EMPIRICAL STUDY ON THE RELATIONSHIPS AMONG TRANSFORMATIONAL LEADERSHIP DIMENSIONS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF BANK EMPLOYEES

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ABSTRACT

The purpose of this study was to empirically investigate the relationships among the five dimensions of transformational leadership (idealized influence-behaviors; idealized influence-attributes; inspirational motivation; intellectual stimulation; and individualized consideration), job satisfaction and organizational commitment. This study also tested the mediating role of job satisfaction in the relationship between transformational leadership dimensions and organizational commitment. A survey questionnaire was used to collect data from a sample of employees in banking sector. The data was analyzed by using SPSS software. Multiple regression analyses were conducted to examine the relationships among variables. The results of this study indicated that idealized behaviors, idealized attributes, inspirational motivation, intellectual stimulation, and individualized consideration had positive effects on employees' job satisfaction and organizational commitment. The results also indicated that job satisfaction significantly and positively affected organizational commitment. However, job satisfaction did not mediate the positive effects of transformational leadership dimensions on organizational commitment.

KEYWORDS

transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, job satisfaction and organizational commitment.

1. INTRODUCTION

Transformational leadership is emphasized and has been studied extensively by leadership researchers because of its positive effects on employees' behavior and outcomes (Barling et al., 1996; Emery & Barker, 2007; Avolio et al., 2004; Podsakoff et al., 1996). Recent research in this area shows that the ability of leaders to properly demonstrate transformational style such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in managing organization functions may have a significant effect on employee outcomes, especially performance, job satisfaction and organizational commitment (Bycio et al., 1995). So, transformational leadership is considered to be the most effective leadership style. On the other hand, due to their impact on performance, employee turnover, employee retention and the success of an organization, job satisfaction and organizational commitment are two of the most prevalent work attitudes examined in the work and organizational literature for several decades (Curran, 1999; Lok & Crawford, 2004). Job satisfaction is considered an important indicator of how staff members' feel about their job commitment to their organization and a predictor of turnover (Spector, 1997). Those employees who are satisfied from the organization they considered are the important assets of an organization and organization want to retain those employees's on long term and want to spend cost of training and development. When employees are satisfied with their job, they are committed and usually not tempted to look for other opportunities (Lok et al., 2007). Moreover, numerous literatures suggest that commitment and involvement of all the organization's members is crucial in the achievement of continuous excellence in services. Because committed employees are more likely to have long tenure and consequently gain more knowledge and experience to improve service quality which will result in higher customer satisfaction. Therefore, organizations try to encourage commitment in their employees in order to achieve stability and avoid cost when employees leave. On the other hand, many theoretical and empirical studies have demonstrated transformational leadership is an important factor that might be affecting both followers' job satisfaction and organizational commitment and concurred that transformational leadership has significant impacts on job satisfaction and organizational commitment (Avolio et al., 2004; Bass & Riggio, 2006; Bodla & Nawaz, 2010; Omar, 2011; Emery & Barker 2007; Koh et al., 1995; Nguni et al., 2006; Barling et al., 1996; Bushra et al., 2011). Mosadeghrad & Yarmohammadian (2006) states that leadership is viewed as an important predictor of job satisfaction and by using appropriate leadership styles, managers can affect employee job satisfaction, commitment and productivity.

As such, this study had three purposes: 1) to determine the significant relationships among transformational leadership dimensions, job satisfaction and organizational commitment, 2) to examine the effects of transformational leadership dimensions on job satisfaction and organizational commitment, and 3) to test the potential mediating effect of job satisfaction on the relationship between transformational leadership dimensions and organizational commitment. To address the purposes of this study, the major research questions addressed by this study are: 1) How and why do perceived transformational leadership dimensions relate to job satisfaction and organizational commitment? 2) Do transformational leadership dimensions have effects on job satisfaction and organizational commitment? 3) How does job satisfaction affect organizational commitment? 3) Does job satisfaction mediate the effects of transformational leadership dimensions on organizational commitment? Thus, this study can close the existing literature gap and make some useful contributions to the body of knowledge on the existing transformational leadership to theorizing about the effects of employees' perceptions of transformational leadership on their job satisfaction and organizational commitment with regards to Turkish banking sector. In addition, the study helps practitioners to adopt transformational leadership style which can help to enhance employees' job satisfaction and in turn, increase organizational commitment to organizations in spite of the availability of alternative job opportunities. It was also hoped that the research findings may offer some insights to the bank organizations in Turkey to better understand on how to increase job satisfaction and organizational commitment of employees through transformational leadership style.

2. LITERATURE REVIEW

Transformational leadership defines by Bass (1985) as a significant performance by the leadership is that it inspires the followers to prefer the interest of group upon own self-interest and the leaders take care the welfares of their teams. Under Bass' model, Transformational leadership consists of five dimensions that include idealized influence (behaviors), idealized influence (attributed), inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985; Bass & Riggio, 2006; Avolio et al., 2004). Idealized influence can also be described as charisma, which leads to modeling the behavior a leader expects of their followers. This aspect is viewed in two perspectives. Idealized influence (attributed) involves communicating and embedding a sense of vision and mission in the followers. Idealized influence (behavior) refers to the leader act as a role model, shows exemplary leadership and followers observe him and perform accordingly. Inspirational motivation refers to the leader communicates the futuristic vision, clarifies the paths for the followers by eliminating ambiguities and uses referent power to persuade their supporters. Intellectual stimulation refers to leader supports creativity and encourages followers to solve old problems by adopting new ways, give confidence to do rational reasoning, and brainstorming. Individualized consideration refers to leader truly attach with followers by considering their individual needs, give them care and attention and empowering power. Another variable addressed in the study was job satisfaction. It can be defined as the one's feeling of liking and disliking about the job and its various aspects or the degree to which jobs are liked by the employees (Spector, 1997). It includes specific features of satisfaction associated with pay, benefits, supervision, organizational practices, promotion, work conditions and relationships with co-workers. The other construct of the present study was organizational commitment. Meyer & Allen (1991) defined it as a psychological link between the employee and the organization that makes it less likely that the employee will voluntarily leave the system. They stated that the three constructs of affective,

continuance and normative commitment together make up the overall concept of organizational commitment. Affective commitment is the emotional attachment to the organization that an employee feels, as well as a belief in its values. Continuance commitment is the perceived economic value of remaining with an organization compared to leaving it. Finally, normative commitment is an obligation to remain with the organization for moral or ethical reasons.

2.1 The Relationship between Transformational Leadership Dimensions and Job Satisfaction

Transformational leadership style is very important for the employees' positive attitude. Its' absence may present an incomplete picture of impact of working conditions on job satisfaction. Krishnan (2005) expresses transformational leadership as a key factor of high job satisfaction and thus increased employee performance. Transformational leaders create an effective influence on their followers, encourage and motivate their followers to think in a creative and innovative way, therefore provide a high job satisfaction level by supporting followers' act of making individual choices (Watson, 2009). A number of empirical studies found that transformational leadership had significant positive effect on employees' job satisfaction. For example, Zehir et al. (2011) found that transformational leadership had direct and indirect significant effects on subordinate's job satisfaction and organizational commitment. Elkordy (2013) concluded that the path coefficient for the effect of transformational leadership to satisfaction indicate a considerable positive influence of leadership on satisfaction. Atmojo (2012) found that transformational leadership significantly influenced job satisfaction. Wang et al. (2012) confirmed that transformational leadership was affecting positively to nurses satisfaction level in health sector. Similarly, Emery & Barker (2007) supported the proposition that employees managed under a transformational style of leadership will have higher levels of job satisfaction. Riaz & Haider (2010) concluded transformational leadership style had positive impact on job success and career satisfaction in context of Pakistan. Bycio et al. (1995) found that transformational leadership has strong correlations with the three dimensions of organizational commitment. Omar (2011) proved that the relationship of transformational leadership components showed a positive impact on job satisfaction. In the same manner, Bogler (2001), reported that transformational leadership was found to have a strong positive impact on job satisfaction of employees in Israel's' work settings. A research on banking sector employees of Pakistan also concluded the positive impact of transformational leadership on job satisfaction (Bushra et al., 2011). Awamleh et al. (2005) came to interesting results in their study among bank employees and they confirmed that a transformational leadership style of bank managers is likely to boost employees' job satisfaction and performance. Awamleh & Al-Dmour (2004) confirmed that a transformational leadership style of bank managers had more statistically significant positive effects employees' job satisfaction and performance among bank employees. Walumbwa et al. (2005), in a study conducted among 402 Chinese and Indian banking and finance staff, found that transformational leadership is positively related to organizational commitment and job satisfaction. Barling et al. (1996) found that the application of a transformational leadership training program on bank managers resulted in significant effects on subordinates' perceptions of leaders' transformational leadership, as well as on subordinates' own organizational commitment.

Bodla & Nawaz (2010) found that all dimensions of transformational leadership and employee's job satisfaction have positive correlation, but except for individualized consideration. Likewise, Voon et al. (2011) found that all four dimensions of transformational leadership style have significant relationships with employees' job satisfaction in the public sector organizations in Malaysia. Kieres (2012) found that all dimensions of transformational leadership were the strong, significant predictors of general job satisfaction. Xiaomeng et al. (2011) found that ideal influence and inspirational motivation were the strong predictors affecting the job satisfaction. Zhou (2012) found that idealized influence and individualized consideration had the most important effect on the intrinsic and extrinsic job satisfaction respectively. Podsakoff et al. (1996) found positive effects of transformational leadership behaviors on job satisfaction among a wide range of industries, organizational settings and job levels, including banks. Moreover, he stated that idealized influence and individualized consideration showed very high determinant in predicting subordinate job satisfaction. Barnett (2003) focused on two leadership behaviors, dissemination of vision and individualized consideration, finding that individualized consideration has a greater impact on teacher perceptions of overall satisfaction with leadership than did vision. Other researchers have identified intellectual stimulation (Amoroso, 2002; Mota, 2010) and individualized consideration (Amoroso, 2002) as having a positive impact on teacher job satisfaction. Hanaysha et al. (2012) found that intellectual stimulation was significantly related to job satisfaction. However, they stated that for individual consideration, the relationship was significant but in the negative direction and leader's charisma or inspiration was found to be having no affect on the job satisfaction. Omar & Hussin (2013) found that only intellectual stimulation has positive effect on job satisfaction, while individualized consideration, in contrast exhibits a strong negative relationship with job satisfaction. Arzi & Farahbod (2014) found that intellectual stimulation, vision and supportive leadership had the significant impact on job satisfaction. Based on these arguments and earlier studies, this study hypothesizes that: H₁: Transformational leadership dimensions (i.e., idealized influence-behavior, idealized influence-attributed, inspirational motivation, intellectual stimulation, and individualized consideration) will have positive effects on job satisfaction.

2.2 The Relationship between Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment is very important at the moment because now people often do not wish to continue working for the same organization for longer periods of time. It is believed that these two variables are highly interconnected. However, there are still some controversy issues regarding both constructs. Two points of views emerged: The first is that job satisfaction is considered to be antecedent to organizational commitment. The second point of view is that organizational commitment is considered to be antecedent to job satisfaction. Although the results and conclusions are mixed, there is strong evidence that the first point of view is the most common (Williams & Hazer, 1986; Currivan, 1999; Chen, 2006), assuming the view dominant up to now, that job satisfaction was the cause of greater organizational commitment. For example, the preponderance of empirical evidence in a meta-analytic review conducted by Mathieu & Zajac (1990) supported the notion that job satisfaction has an antecedent influence on organizational commitment rather than the reverse. Meta-analytic findings based on 59 empirical studies indicated that organizational commitment is primarily a consequence, rather than an antecedent, of job satisfaction (Brown & Peterson, 1993). Bogler (2001) states that job satisfaction is a determinant of commitment, and that an individual must be satisfied with their job before developing a sense of organizational commitment. Likewise, Leite et al.'s study (2014) results obtained corroborate the role of satisfaction at work as an antecedent rather than a consequence of organizational commitment. As a result, job satisfaction is one of the attitudinal constructs that has been shown to be related to organizational commitment, but its treatment as an independent construct should be emphasized. Then, this study predicts that job satisfaction is antecedent to organizational commitment. Accordingly, a satisfied employee is more committed and can be retained on the organization for a longer period thus enhancing the productivity of the company (Bushra et al., 2011). Job satisfaction as a significant determinant of organizational commitment has been well documented in numerous studies. Williams & Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. Elkordy's (2013) study results confirmed the importance of job satisfaction as a predictor of employees' commitment to their organization. Nagar (2012) found that job satisfaction was a significant predictor of a teacher's commitment toward his/her organization. Turpin (2009) found that job satisfaction significantly influenced organizational commitment. Ghalandari (2013) found that job satisfaction had a significant direct and positive effect on organizational commitment. Testa (2001) concluded in its study that increases in job satisfaction will stimulate increased organizational commitment and, in turn, service effort. Imam et al. (2013) found a positive impact of job satisfaction on organizational commitment of bank employees. To investigate the relationship between job satisfaction and organizational commitment, the model proposed in this study assumed that job satisfaction was causally an antecedent of organizational commitment and higher job satisfaction produced higher organizational commitment. Thus, we hypothesize that: H₂: Job satisfaction will have positive effect on organizational commitment.

2.3 The Relationship between Transformational Leadership Dimensions and Organizational Commitment

Under the theoretical foundation, Bass (1985) claimed that transformational leadership strengthened subordinates' commitment, involvement, and loyalty level. Transformational leadership would affect employee's commitment of followers through encouraging them to think about critical issues, to apply innovative procedures, to participate in decision-making process, to create loyalty, and to fulfill their different needs. This opinion was supported by Lok & Crawford (2004), which says that the leadership can have a significant impact on organizational commitment. Essentially, there is considerable research available suggesting that the transformational leadership style is positively associated with organizational commitment in a variety of organizational settings and cultures. The empirical and meta-analytic studies suggested that followers working with transformational leaders were more committed to their organizations and demonstrated fewer withdrawal behaviors (Avolio et al., 2004; Barling et al., 1996; Shamir et al., 1993). Avolio et al. (2004) conducted a study on staff nurses in a public hospital in Singapore and found that transformational leadership style positively influences organizational commitment. It is also supported by study of Walumbwa et al. (2004) as their results showed that transformational leadership has a strong and positive effect on organizational commitment. In a doctoral study, Amoroso

(2002) found positive effects of transformational leadership behaviours on commitment. Lo et al. (2010) found that there was a positive direct relationship between three dimensions of transformational leadership which are intellectual stimulation, idealized influence and inspirational motivation, and affective and normative commitment and they were significantly predicting organizational commitment. Nguni et al. (2006) found that transformational leadership behaviors had strong to moderate positive effects on primary school teachers' job satisfaction and organizational commitment in Tanzania and idealized influence had the greatest effect and accounted for the largest proportion of variation on the two variables. Atmojo (2012) found that transformational leadership significantly influences employee organizational commitment. Turpin (2009) found that transformational leadership has a significant positive effect on organizational commitment. In another experimental study, Barling et al. (1996) reported a significant impact of transformational leadership on followers' commitment and unit-level financial performance. Afolabi (2013) concluded that transformational leadership has a statistically significant total effect on total commitment, affective commitment, and normative commitment. Bycio et al. (1995) found that transformational leadership was close positively related to the organizational commitment. Koh et al. (1995) found that transformational leadership did have a significant effect on organizational commitment and teacher satisfaction with their leader in Singapore.

Batool (2013) found that the independent effects of all dimensions of transformational leadership (charisma and intellectual stimulation/individual consideration) had significant and positive effect on employees' affective commitment. Emery & Barker (2007) found that the three factors of transformational leadership, i.e. charisma, intellectual stimulation, and individual consideration, were significantly correlated with the organizational commitment of customer contact personnel in banking and food store organizations. Kieres (2012) found that all of the five transformational leadership behaviors as predictive of teacher job satisfaction and organizational commitment. Findings in Riaz et al.'s (2011) study showed the independent effects of all dimensions of transformational leadership which proved that there was significant and positive relationship between transformational leadership style and organizational commitment of bank employees. More recently, Yunus & Ibrahim (2015) concluded that only individual consideration has significant relationship with affective commitment. Kent & Chelladurai (2001) posited that individualized consideration and intellectual stimulation have positive relationships with both affective commitment and normative commitment. Back (2012) found that two transformational leadership behaviors, such as, charisma and inspirational motivation have statistically significant influence on the perception of PMs' organizational commitment. Cemaloğlu et al. (2012) showed that inspirational motivation and individualized consideration predicted affective commitment significantly. Ahmadi (2014) found that transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individual consideration) are effective in predicting organizational commitment. Feizi et al. (2014) found that three components of transformational leadership, namely idealized influence, individual considerations, and intellectual stimulation are considered as predictor variables in secondary school teachers of Germi. Srithongrung (2011) has found that inspirational motivation component of transformational leadership has significant effect on organizational commitment. Hemedoğlu & Evliyaoglu (2014) found that three was significant effects of inspirational motivation on organizational commitment and its components. Thus, this study hypothesizes that: H₃: Transformational leadership dimensions (i.e., idealized influence-behavior, idealized influence-attributed, inspirational motivation, intellectual stimulation, and individualized consideration) will have positive effects on organizational commitment.

2.4 Mediating Role of Job Satisfaction

Although transformational leadership is related to organizational commitment conceptually and experimentally, there are few studies dealing with intermediary processes or factors through which transformational leaders influence followers' organizational commitment (Ahmadi, 2014). The present documents could not ascertain the influence of transformational leadership to organizational commitment is direct or indirect. If there is mediating variable, still no way to ascertain the real mediating variable. Although direct effects model based study has provided significant findings, it does not sufficiently explain how and why transformational leadership style affect organizational commitment in dynamic organizations (Avolio et al., 2004; Bycio et al., 1995). Recognizing that a variety of different processes may be involved in transformational leadership, we explored the potential mediating role of job satisfaction with respect to the relationship between transformational leadership and organizational commitment in the present study. Several studies have been conducted on the mediating effect of job satisfaction between commitment and transformational leadership. Afolabi (2013) examined the mediating effect of job satisfaction between transformational leadership and organizational commitment of employees of small certified public accounting firms in the Mid-Atlantic region of the USA. Thus, the conclusion of this study showed that job satisfaction partially mediated the relationship between transformational leadership and organizational commitment. Nguni et al. (2006) stated that job satisfaction appeared to be a mediator of the effects of transformational leadership on teachers' organizational commitment and organizational citizenship behavior. Mohamad (2012) concluded in its findings that the mediating analysis indicated that job satisfaction mediates the relationship between perceived transformational leadership style and organizational commitment. Ghalandari (2013) found that all the effects of transformational leadership dimensions on organizational commitment were expected to be intervened by job satisfaction. Therefore, it can be argued that transformational leadership dimensions significantly influences job satisfaction, which in turn, could lead to increase in the level of organizational commitment. Thus, we can hypothesize that: H₄: Job satisfaction mediates the effects of transformational leadership dimensions on organizational commitment.

3. RESEARCH METHODOLOGY

3.1 Population and Sample

This study used a cross-sectional survey research design by means of a self-administered questionnaire to collect the data. The population for this study consisted of the total of 384 bank employees working at 16 branches of the private bank in Hatay, Turkey. A sample of 250 employees was randomly selected based on the list obtained from the HR department of the bank. Participation in the study was entirely voluntary. Employees' identities were anonymous and confidentiality of responses was assured. All employees were given standardized instructions and completed the questionnaire during normal working hours on bank premises. Of the 250 questionnaires distributed, a total of 120 usable ones were returned and the effective response rate was thus 48%. Among the bank employees, 57.5% were male and 42.5% were female. Regarding the marital status of the employees, 47 employees (39.1%) were single and 73 persons (60.8%) were married. The average age of employees was 31.48±6.032 in this research. Approximately 76.7% of them had an education level of Bachelor degree, with an average organizational tenure of 7.24±5.937 years.

3.2 Measures

The researcher used a survey questionnaire consist of existing standardized scales as the primary research instrument to collect the data pertaining to demographics, perceived transformational leadership, employees' job satisfaction and organizational commitment. The Multifactor Leadership Questionnaire (MLQ-5X-short form) was used to measure transformational leadership style of managers (Bass & Avolio, 2004). It consisted of five subscales and 20 items that measure five dimensions of transformational leadership style which were idealized influence-behaviors, idealized influence-attributed, inspirational motivation, intellectual stimulation, and individualized consideration. Each scale consisted of 4 items that were rated on a 5-point Likert-type scale ranging from not at all (1) to frequently, if not always (5). The Cronbach's alpha reliability estimate for overall transformational leadership was 0.94. The Cronbach's alphas for the five dimensions were 0.86 (idealized influence-behaviors), 0.94 (idealized influence-attributed), 0.92 (inspirational motivation), 0.91 (intellectual stimulation), and 0.92 (individualized consideration). The Minnesota Satisfaction Questionnaire (MSQ-short form) was used to measure the level of job satisfaction among employees. MSQ included 20 items focusing on the measurement of employee intrinsic and extrinsic job satisfaction as well as general satisfaction. The respondents indicated how satisfied they were with the reinforcement on their present job with a scale ranging from very dissatisfied (1) to very satisfied (5). For this study the overall or global measure of job satisfaction was assessed. Responses were summed across the 20 items to obtain the overall job satisfaction score. High scores indicated that the employees had high levels of job satisfaction. In this study, Coefficient alpha for this scale was 0.93. Organizational commitment was measured using Meyer & Allen's (1997) revised Organizational Commitment Questionnaire (OCQ). OCQ consisted of 18 items measuring the three dimensions of organizational commitment, namely affective, continuance, and normative commitment (six items for each dimension) on a 5-point Likert-type scale (from 1=strongly disagree to 5=strongly agree). Researcher used a one-dimensional construct and measured organizational commitment as whole. The scale scores were obtained by calculating the average of the 18 responses, and higher scores indicated higher organizational commitment. The internal reliability coefficient of the overall organizational commitment scale in this study was 0.82.

3.3 Data Analysis

All data were analyzed with SPSS version 16.0 software. The selection of different statistical techniques to analyze the data of this study was based on the research purposes of the study. First of all, Cronbach's alpha coefficients were computed using reliability analysis to assess the internal consistency of the measuring instruments. Descriptive statistics such as mean scores and standard deviations were computed according to the variables. Pearson product-moment correlation analysis applied in order to check the nature of relationship between the variables and also to identify the level of autocorrelations in variables and multicollinearity. The primary data analysis technique employed to test the research hypotheses was a series of multiple regression analyses. It simultaneously examined the unique strength and direction of the individual contribution of transformational leadership dimensions on the dependent variable in this study. A hierarchical multiple regression analysis was also conducted to test possible mediating effect of overall job satisfaction on the relationship between transformational leadership dimensions and organizational commitment. Standardized beta was used for all of regression analyses. Statistical significance was considered for p values less than 0.05.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics and Correlation Analysis

The descriptive statistics and correlation coefficients for all study variables were presented in Table 1 with the Cronbach's alpha for each scale shown in bold and on the diagonal. The results of mean analysis indicated that aggregate mean value for transformational leadership was 3.16, explaining bank employees viewed about a transformational leadership style of the supervisor. In other words, transformational leadership was being exercised by the managers of the studied banks. Moreover, each dimension was rated with mean value of 3 except for idealized behaviors. In the case of bank employees' perceptions of their managers' leadership behaviors, intellectual stimulation ($M=3.39$) was the most perceived bank managers' leadership behaviors, while idealized behaviours ($M=2.81$) was the least perceived leadership dimension. The mean score of employees' job satisfaction reached a mean of 3.65, indicating a moderate level of job satisfaction. The mean of overall organizational commitment was 3.15, showing that the employees were moderately commitment to their banks. The Cronbach's alpha coefficients which reported earlier were between 0.82 and 0.94 and confirmed that all evaluation variables used for this study meet internal consistency.

TABLE 1: DESCRIPTIVE STATISTICS AND CORRELATION ANALYSIS

Variables	Mean	SD	1	2	3	4	5	6	7
Idealized behaviors	2.81	0.88	(0.86)						
Idealized attributes	3.32	0.91	0.43**	(0.94)					
Inspirational motivation	3.05	1.06	0.80**	0.40**	(0.92)				
Intellectual stimulation	3.39	0.90	0.40**	0.61**	0.53**	(0.91)			
Individualized consideration	3.25	1.02	0.51**	0.68**	0.53**	0.59**	(0.92)		
Job satisfaction	3.65	0.93	0.39**	0.56**	0.30**	0.52**	0.54**	(0.93)	
Organizational commitment	3.15	0.58	0.50**	0.45**	0.34**	0.40**	0.29**	0.38**	(0.82)

Note: Cronbach's Alphas are shown in parentheses on the diagonal.

** Correlation is significant at the 0.01 level (2-tailed)

The results of Pearson correlation analysis indicated that all study variables were significantly intercorrelated. The results indicated that the five dimensions of transformational leadership were significantly and positively correlated with each other with a range of 0.40 to 0.80. This relationship provided added empirical support for the five dimensional conceptualization of transformational leadership. The results also showed that job satisfaction, in line with expectations, was significantly and positively correlated with overall transformational leadership ($r=0.57$) and its five dimensions, namely idealized behaviors ($r=0.39$), idealized attributes ($r=0.56$), inspirational motivation ($r=0.30$), intellectual stimulation ($r=0.52$), and individualized consideration ($r=0.54$). This result indicated that the employees who were working for transformational leader had higher level of job satisfaction. Moreover, the correlation results also revealed that job satisfaction was significantly and positively correlated with organizational commitment ($r=0.38$), thus indicating that the employees who had a high level of job satisfaction were more likely to exhibit greater organizational commitment. Likewise, there was significant positive correlation between overall transformational leadership and organizational commitment ($r=0.487$). In addition, there were fairly significant, moderate and positive correlations between transformational leadership dimensions, namely idealized behaviors ($r=0.50$), idealized attributes ($r=0.45$), inspirational motivation ($r=0.34$), intellectual stimulation ($r=0.40$), and individualized consideration ($r=0.29$) with organizational commitment. This can be interpreted that the employees will be more committed to their organizations if they perceived higher transformational leadership style of managers. As shown in Table 1, all of the bivariate correlations among the seven measures were statistically significant ($p<0.01$) and less than 0.90, indicating that the data was not affected by serious collinearity problem and providing confidence that the measures were functioning properly. Moreover, the correlations among the study variables provided initial support for our hypotheses.

4.2 The Effect of Transformational Leadership Dimensions on Job Satisfaction

The effects of the five dimensions of transformational leadership on job satisfaction were examined by using multiple regression analysis. In order to test the H_1 of this study, job satisfaction was regressed on the dimensions of transformational leadership. As shown in Table 2, the results revealed that the overall regression model for Equation 1 was statistically significant with an F value of 17.089 ($p<0.001$). The results also indicated that 42.8% of the variance in job satisfaction was explained by the bank managers' transformational leadership dimensions ($R^2=0.428$) while remaining 57.2% could be due to the effect of extraneous variables. The Beta calculations showed that the highest variation was explained by inspirational motivation ($\beta=0.322$), the next highest was explained by idealized behaviours ($\beta=0.317$), and the lowest was explained by individualized consideration ($\beta=0.218$). Thus, all dimensions of transformational leadership, namely idealized behaviors, idealized attributes, inspirational motivation, intellectual stimulation, and individualized consideration significantly and positively affected employees' job satisfaction and they were the predictors of job satisfaction. This suggested the more employees perceive their leader as being transformational, the higher their levels of job satisfaction. Therefore, H_1 was fully supported. On the bases of this statistical finding it found that all of the transformational leadership dimensions had significant positive effects on employees' job satisfaction. This meant that higher levels of transformational leadership perceptions led to higher levels of job satisfaction. This finding supported previous studies that provide conclusive evidence that transformational leadership has positive impact on job satisfaction (Griffith, 2004; Emery & Barker, 2007; Kieres, 2012; Voon et al., 2011; Bogler, 2001; Nguni et al., 2006; Omar, 2011; Awamleh et al., 2005; Awamleh & Al-Dmour, 2004).

TABLE 2: THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP DIMENSIONS ON JOB SATISFACTION

Transformational leadership dimensions	Dependent variable (Job satisfaction)		
	Beta (β)	t-value	Sig.
Idealized behaviors	0.317	2.579	0.011*
Idealized attributes	0.222	2.107	0.037*
Inspirational motivation	0.322	2.478	0.015*
Intellectual stimulation	0.302	3.001	0.003**
Individualized consideration	0.218	2.039	0.044*
R^2	0.428		
Adjusted R^2	0.403		
F	17.089***		

Note: * $p<0.05$; ** $p<0.01$; *** $p<0.001$; Standardized regression coefficients (β) are reported.

According to the results, inspirational motivation provided the greatest positive impact on job satisfaction. This result was not consistent with previous studies (Hanaysha, 2012; Emery & Barker, 2007; Zhou, 2012). However, this result corresponded with findings reported by earlier researchers (Griffith, 2004; Kieres, 2012; Omar, 2011; Xiaomeng et al., 2011). In order to further reinforce inspirational motivation, bank managers should be aware of Pygmalion, meaning that high expectancy regarding followers and conferring challenging responsibilities to them will improve performance. Also, they should involve followers in defining future vision, missions, and organizational strategies with the purpose of their further participation in achieving goals and optimistic thoughts about the future. The results revealed that two form of carisma/idealized influence (behaviors and attributes) had positive effects on job satisfaction. This result was not consistent with the findings of Marn's study (2012) who found that charisma does not have any significant impact on job satisfaction. Nevertheless, this finding supported the the finding of previus researches (Kieres, 2012; Xiaomeng et al., 2011; Barnett, 2003). Moreover, Zhou (2012) found that idealized influence had the most relationship with the employee's job satisfaction. This suggested that managers can influence the job satisfaction via idealized influence by increasing assuredness and ability, increasing communication with subordinates. Accordingly, managers who have a clear vision and facilitate the acceptance of group goals lead towards satisfaction with different parameters associated with job.

The results of this study indicated that intellectual stimulation provided positive impact on job satisfaction. This result was not consistent with the findings of Zhou (2012) who stated that intellectual stimulation cannot influence the employee's job satisfaction in which working environmental, supervision, co-workers and wages. However, this result was in parallel with the findings of previous studies (Griffith, 2004; Hanaysha et al., 2012; Voon et al., 2011; Amoroso, 2002; Mota, 2010). Emery & Barker (2007) and Omar & Hussin (2013) found that intellectual stimulation was the only factor that significantly and positively predicted job satisfaction. Moreover, Lee et al.'s (2011) findings indicated that only intellectual stimulation was significantly related to team leader job satisfaction in retail banks. Indeed, Bass (1985) proposed that transformational leadership might intrinsically foster more job satisfaction, given its ability to impart a sense of mission and intellectual stimulation. The results of this study revealed that perhaps bank employees favor the support and knowledge exchange that their managers are able to provide them in improving their professional know how and development. With intellectual stimulation in mind, bank managers should encourage employees to provide new solutions by means of awarding new and creative thoughts. Employees should also be given a contextualized model to achieve mutually settled goals and the manager needs to foster innovative thinking to look at the existing working criteria in new ways to enhance individual and group productivity.

According to the results, individualized consideration had the positive impact on job satisfaction. However, Marn (2012), Zhou (2012), and Omar & Hussin (2013) found that individualized consideration have a negative impact on job satisfaction. On the other hand, the result of this study supported previous researches (Barnett, 2003; Zhou, 2012; Omar, 2011; Griffith, 2004; Voon et al., 2011), who all identified individualized consideration as strongly related to job satisfaction. In addition, Long et al. (2014) found that only individualized consideration has a positive and significant relationship with the job satisfaction. Moreover, Kieres (2012) found that individualized consideration can have a profound influence on teachers' commitment and job satisfaction. Likewise, Yagambaram (2012) found that sub-variable of transformational leadership style, individualized consideration behavior proved to be the most frequent and significant predictor of facets of job satisfaction of SME employees in Malaysia. The findings of present study suggested that an organization needs to have a worthy transformational type leader in order to emphasizes more on individual consideration rather than promoting team works to increase job satisfaction among the employees as well as for realizing organizational mission and goals. The managers interested in increasing employees' job satisfaction would be wise to put in place specific routines that allow them to demonstrate individualized consideration. Moreover, the managers should pay attention to requirements and demands of employees for service quality and achievement. In fact, bank managers for achievement and increase of efficiency, effectiveness, and job satisfaction, use of reciprocal communications and interactions, creating learning opportunities, identification employees' individual differences, and evaluation to special treatments of employees. With this regard, bank employees may be motivated by the greater attention paid by their leaders on their personal affairs or perhaps they prefer greater flexibility to perform their jobs rather than personalized attention given to them.

4.3 The Effect of Job Satisfaction on Organizational Commitment

In order to test H_2 , a multiple regression analysis was conducted and organizational commitment regressed on job satisfaction. The results indicated that the model for predicting organizational commitment based on job satisfaction was significant ($F=19.280$, $p<0.001$). The R^2 value was 0.140, which meant that job satisfaction was interpreted 14% of the variance of organizational commitment. Therefore, this research was meaningful and the regression results were acceptable. The results revealed that job satisfaction had a positive significant effect on organizational commitment ($\beta=0.375$, $p<0.001$), indicating that job satisfaction was a significant predictor of organizational commitment. Thus, H_2 was accepted.

According to this result, satisfied employees lead to extend more organizational commitment and they were tend to be loyalty and commitment to their banks. It was not surprising to find job satisfaction as the potent predictor because the results corroborated earlier studies (Bogler, 2001; Feinstein & Vondrasek 2001; Williams & Hazer, 1986; Currivan, 1999; Chen, 2006; Mathieu & Zajac, 1990; Leite et al., 2014; Bushra et al., 2011; Meyer & Allen, 1997; Ghalandari, 2013; Turpin, 2009; Nagar, 2012; Testa, 2001), which found job satisfaction to be a good predictor of organizational commitment. Accordingly, the results of this study supported that job satisfaction was an antecedent of organizational commitment and significant positive effect on it. This meant that the greater the job satisfaction among employees at the studied banks, the more committed they will be to the organization. In other words, the employees, who were more satisfied with their jobs, experienced a greater sense of confidence and commitment. Therefore, they were more likely to remain in their current positions. Based on the findings it could be said that management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies, and work conditions. Thus, organizational commitment of employees with their institution should be encouraged by developing and strengthening the feeling of accomplishment that one derives from one's job.

TABLE 3: THE EFFECT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT

Independent variable	Dependent variable (Organizational commitment)		
	Beta (β)	t-value	Sig.
Job satisfaction	0.375	4.391	0.000***
R^2	0.140		
Adjusted R^2	0.133		
F	19.280***		

Note: * $p<0.05$; ** $p<0.01$; *** $p<0.001$; Standardized regression coefficients (β) are reported.

4.4 The Effect of Transformational Leadership Dimensions on Organizational Commitment: Mediating Role of Job Satisfaction

Hierarchical multiple regression analysis conducted to examine the extent of effects of transformational leadership dimensions on organizational commitment and test the mediating role of job satisfaction. Baron and Kenny (1986) gave the specifications of the procedure for regression analysis when a mediating variable was involved. To support for mediation, the following conditions must hold: 1) The independent variable (transformational leadership dimensions) affects the mediating variable (job satisfaction); 2) The mediating variable (job satisfaction) affects the dependent variable (organizational commitment); 3) The independent variable (transformational leadership dimensions) affects the dependent variable (organizational commitment); and 4) After the inclusion of the mediating variable (job satisfaction) into the second regression equation of the previous step, the regression coefficient of the independent variable (transformational leadership dimensions) is lower than the regression coefficient of the previous step, and there is a significant relationship between the mediating variable (job satisfaction) and the dependent variable (organizational commitment). The above results fulfilled the first two conditions of testing mediation. Thus, with regard to the first and second conditions, we have shown that perceived transformational leadership dimensions had significant effect on job satisfaction and job satisfaction had a significant effect on organizational commitment (Tables 2 and 3). In the final step of the analysis, we needed to establish whether perceived transformational leadership dimensions had significant effects on organizational commitment, and whether these effects were reduced or eliminated after the effect of job satisfaction had been taken into account (Table 4).

TABLE 4: THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP DIMENSIONS ON ORGANIZATIONAL COMMITMENT AND MEDIATING ROLE OF JOB SATISFACTION

Independent variables	Dependent variable (organizational commitment)					
	Beta (β)	t-value	Sig.	Beta (β)	t-value	Sig.
<i>Step 1:</i>						
Idealized behaviors	0.605	4.721	0.000***	0.582	4.406	0.000***
Idealized attributes	0.303	2.750	0.007**	0.286	2.549	0.012*
Inspirational motivation	0.283	2.093	0.039*	0.260	1.868	0.064
Intellectual stimulation	0.254	2.425	0.017*	0.233	2.130	0.035*
Individualized consideration	0.240	2.107	0.047*	0.224	2.008	0.037*
<i>Step 2:</i>						
Job satisfaction				0.073	0.741	0.460 (ns)
R ²	0.378			0.381		
Adjusted R ²	0.351			0.348		
F	13.862***			11.597***		
R ² Change				0.003 (ns)		
F Change				0.549 (ns)		

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; Standardized regression coefficients (β) are reported.

As shown in Table 4, when job satisfaction was not in the model (Step 1), all the five transformational leadership dimensions had significant effects on organizational commitment. The result also indicated that transformational leadership dimensions account for 37.8% significant variance in organizational commitment ($R^2=0.378$) while remaining 62.2% was the unexplained variability ($F=13.862$, $p < 0.001$). According to the results, standardized coefficient beta values between idealized behaviors ($\beta=0.605$, $p < 0.001$), idealized attributes ($\beta=0.303$, $p < 0.01$), inspirational motivation ($\beta=0.283$, $p < 0.05$), intellectual stimulation ($\beta=0.254$, $p < 0.05$), individualized consideration ($\beta=0.240$, $p < 0.05$) and organizational commitment were significant. This result revealed that there were direct positive effects of all transformational leadership dimensions on organizational commitment. They were significant predictors of organizational commitment. Thus H_3 was fully accepted, providing support for the third condition of mediation. In the second step, job satisfaction was introduced into the overall model. When transformational leadership dimensions and job satisfaction were entered together, they accounted for 38.1% of the total variance in organizational commitment ($R^2=0.381$; $F=11.597$; $p < 0.001$). Moreover, when job satisfaction was introduced as a mediator (step 2 in Table 4), the relationships between idealized behaviours and organizational commitment ($\beta=0.582$, $p < 0.001$), between idealized attributes and organizational commitment ($\beta=0.286$, $p < 0.05$), between intellectual stimulation and organizational commitment ($\beta=0.233$, $p < 0.05$), and between individualized consideration and organizational commitment ($\beta=0.224$, $p < 0.05$) remained significant and the relationship between inspirational motivation and organizational commitment became insignificant ($\beta=0.260$, $p > 0.05$). However, job satisfaction had not effect on organizational commitment ($\beta=0.073$, $p > 0.05$) in this regression equation. As a result, job satisfaction didn't mediate the relationships between transformational leadership dimensions and organizational commitment. Thus, H_4 was rejected. The obtained results revealed that all of the transformational leadership dimensions were positively and significantly affected the level of employees' organizational commitment and they simultaneously predicted it. This finding of this study suggested that the more dominant transformational leadership style is in the management strategies of managers and leaders, the greater the organizational commitment of staff will be. This meant that adopting transformational leadership style could increase organizational commitment. This result was consistent with previous studies (Shamir et al., 1993; Lok & Crawford, 2004; Walumbwa & Lawler, 2003; Avolio et al., 2004; Nguni et al., 2006; Koh et al., 1995; Bycio et al., 1995; Wang et al., 2012; Chen et al., 2006; Lo et al., 2010; Feizi, 2014; Riaz et al., 2011; Kent & Chelladurai, 2001; Walumbwa et al., 2004; Atmojo, 2012; Turpin, 2009; Barling et al., 1996; Williams & Hazer, 1986; Ahmadi, 2014; Thamrin, 2012; Afolabi, 2013; Zehir et al., 2011; Kieries, 2012). They elucidated that leaders who exhibited transformational leadership styles were effective in achieving significantly higher commitment levels.

The results of the regression analysis revealed that idealized influence (behavior and attributes) had the greatest effect on organizational commitment of bank employees. Significantly, the results indicated that idealized influence was the main factor which caused the bank employees to commit towards organization. This finding was consistent with the findings of previous study conducted by Feizi et al. (2014), Batool (2013) and Lo et al. (2010). Moreover, Nguni et al. (2006) asserted that charisma (comprised of both types of idealized influence) has been shown to have the greatest influence of all the transformational leadership dimensions on employee commitment. Also, Emery & Barker (2007) found that charisma was the only factor needed to predict organizational commitment. This suggested that the transformational leadership behaviors, such as charisma, were crucial variables for building a strong organizational commitment. Accordingly, bank employees in Turkey setting can be influenced by the behavior of the transformational leadership which that can be cleared the more the leader showed transformational charisma the more he or she can enhance and to be admired from the subordinate. This was consistent with the findings of Back (2012) and Kieries (2012). Based on this finding, it could be said that bank managers should use idealized influence to increase commitment by encouraging followers to develop a sense of identification with and an adherence to the goals, interests, and values of the leader. Thus the bank managers should develop a strong emotional networking with employees, and attract employees to a vision or mission which was effectively articulated. In other words, as Bass (1985) pointed out, managers can appeal to the emotions of employees by counting on persuasion and symbols to provide emotional support and to communicate his or her vision.

The results also revealed that inspirational motivation was predicting organizational commitment. This finding was consistent with previous studies (Srithongrun, 2011; Lo et al., 2010; Cemaloğlu et al., 2012; Hemedoğlu & Evliyaoglu, 2014). Accordingly, inspirational motivation should be used by bank managers to build emotional commitment to a mission or goal by moving followers to consider the moral values involved in their duties as members of the organization or profession. In addition, the results revealed that intellectual stimulation had positive effect on organizational commitment. This result was not consistent with the findings of Srithongrun (2011) and Lo et al. (2010). However, this finding was in parallel with the findings of Feizi et al. (2011) and Batool (2013). According to this result, managers increase commitment through intellectual stimulation by encouraging and empowering followers to be innovative. By encouraging followers to seek new ways to approach problems and challenges and identifying with followers' needs, transformational leaders are able to motivate their followers to get more involved in their work, resulting in higher levels of organizational commitment (Walumbwa & Lawler, 2003). The results revealed that individualized consideration increased organizational commitment at all levels when leaders provide their followers with a sense of increased competence to carry out directives and meeting their followers' personal and career needs (Bass & Riggo, 2006). This result was not consistent with the findings of Srithongrun (2011). However, this finding was in parallel with the findings of Yunus & Ibrahim (2015), Batool (2013), Feizi et al. (2014), and Cemaloğlu et al. (2012), who concluded that individual consideration has significant relationship with organizational commitment. According to this finding, the fact that employee' organizational commitment was predicted by individualized consideration might mean that bank employees want their managers to be interested in their individual beliefs, norms, and needs. This implied that when managers are considerate to employees and ensure that their expectations are satisfied; employees tend to be committed and willing to serve in the best interest of the customers, which incidentally is a prerequisite for achieving service quality. Therefore, managers who motivate employees and pay attention to their voices may help employees experience deeper affective contact with bank.

Generally, transformational leaders can inspire subordinates by modelling a vision that enhances employee's confidence, motivation and expectations. Additionally, transformational leaders promote cooperation among employees and engage them to achieve objectives they didn't think of. Given these transformational behaviors, followers become more attached and committed to the organization. Consequently, bank managers were able to influence their employees' organizational commitment by promoting higher levels of intrinsic value associated with goal accomplishment, emphasizing the relation between employee's effort and goal achievement, creating a higher level of personal commitment on the part of the leader and employees to common vision, mission, and organization goals, by encouraging them innovative thinking, spending time to teach and coach them, helping them to develop their strengths and achieve their goals, considering their personal feelings before implementing a decision, involving employees in decision-making processes and inspiring loyalty while

recognizing and appreciating the different needs of each employee to develop his or her personal potential (Shamir et al., 1993). That is, if managers motivate employees, invest in training to enhance skills, invest in education, consider their personal goals and finally empower employees, it will definitely increase the level of employee commitment with the organization (Bushra et al., 2011).

5. CONCLUSION

This study empirically investigated the relationships among transformational leadership dimensions, job satisfaction and organizational commitment, and the mediating role of job satisfaction in the relationship between transformational leadership and organizational commitment. Firstly, the study examined the possible relationship between the perception of manager as a transformational leader and employees' job satisfaction. The findings showed significant relationships between all transformational leadership dimensions with job satisfaction. Based on the multiple regression results, managers of the banks should utilize transformational leadership style and place a high importance on inspirational motivation and idealized behaviours in further improving their employees' job satisfaction. This meant that when leaders provide the right service climate, resources and opportunity to grow from within such employees tend to be satisfied and passionate about their jobs, will spend more time than what is required and will even put aside their self interest for their organizations, there by offering quality service. Accordingly, when employees perceive their supervisor values, their contributions and encourages their behaviour meets their needs, that is, when they perceive it as a transformative leader, increases job satisfaction. Specifically, the findings revealed that when managers operationalize charisma and utilize inspiration, individualized consideration and intellectual stimulate, they elicit positive reactions from employees. Such transformational characteristics do stimulate higher level needs of employees and result in feelings of satisfaction. Moreover, these findings confirmed previous leadership researches, like the ones of Bass (1985). According to the author, the attention that managers give to employees is reflected in their general positive attitude toward work and working conditions, which in turn, increases job satisfaction and facilitates performance. This study also implied that transformational leadership, an approach of enhanced interpersonal communications between managers and employees, was a way to create higher level of job satisfaction of bank employees. Because, transformational leaders help employees to become more creative, innovative and bring new ideas, thoughts, which allow the banks to grow better banking functions, and adapt itself to the changing and challenges external environment. Generally, the findings provided evidence to support the use of transformational leadership to increase job satisfaction. The study revealed that when bank employees positively perceive their managers as transformational leaders that are when their satisfaction increases. This implied that transformational leadership was deemed suitable for managing bank organizations. That is, by adopting transformational leadership style, managers could achieve more satisfied bank employees.

On the other hand, statistical findings of this study suggested that transformational leadership dimensions had significant direct positive effect on organizational commitment of the sampled Turkish banks employees. This indicated that it was important for every level of managers in banks to adjust their leadership styles and behavior manners except depending on every type of rule and system, such as exerting a kind of performance appraisal system, reward system and personnel system on the bank employees. This required that the leader himself was a person who was full of charisma, was noble character, considered employee work and development, and demonstrated striving for goal and direction for the employees. Only this could better promote employees' organizational commitment, increase the trust for employees in the leader, further encourage the employees, make them abide by the every promise to the organization, and wish to contribute more wisdom and power for the organization. Further, the study suggested that job satisfaction did not act as a mediating variable in the relationship between transformational leadership dimensions and organizational commitment in the studied banks. However, this study theoretically supported previous studies on the positive effect of job satisfaction on organizational commitment in the context of service industry. As the results of the mean analysis showed, bank employees were only moderately satisfied with their jobs. For human resources managers, the implication was that, to improve organizational commitment, they would need to improve job satisfaction. To do this, one needs to examine the findings obtained for the facets of job satisfaction. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to these issues. Employees could be interviewed to determine their perceptions of management's ability to address these issues. Changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and decrease subsequent turnover (Feinstein & Vondrasek 2001). Therefore, organizations may reexamine its policies related to building commitment by employing strategies such as rapid promotions, pension plans, participative work culture, working conditions, etc., for improving organizational commitment.

The finding of study provided important theoretical contributions extending the transformational leadership, job satisfaction and organizational commitment literature in a non-Western context. Obviously, this study contributed to better understanding about conditions under which transformational leadership was more effective towards employees' job satisfaction and organizational commitment. Essentially, the findings of this study were important because they provided a better understanding of how transformational leadership perceptions may facilitate positive employee outcomes in banking sector. Also it provided additional empirical evidence as to whether job satisfaction was a mediator in the relationship between transformational leadership dimensions and organizational commitment in the context of banking industry in a developing country, Turkey. This finding was also valuable because it revealed that the bank employees like transformational leadership, which was a modern concept in the subject of leadership. It showed that transformational leadership was very curial factor of enhancing job satisfaction and organizational commitment of employees in the Turkey setting. Further, the findings seem to support Bass's (1985) model that suggests that transformational leadership is more predictive of individual and group performance. From a practical perspective, it was believed that this study would help decision makers and the top management in Turkish Banking sector to enhance the employees' job satisfaction and organizational commitment which in turn will be reflected through the high quality service offered by its employees. Inevitably, this study provided some considerable insights and guidelines to help bank managers to better understand how to increase job satisfaction and organizational commitment, by exhibiting better transformational leadership behaviors for their employees. The findings of this study can be used as a guideline by the managers to upgrade the effectiveness of leadership styles in their organizations. This objective may be achieved if the management considers some suggestions. Productivity and performance of an organization depend upon the job satisfaction and organizational commitment of its employees and escort to growing profits. So the organization should know that organizational success in obtaining its goals and objectives depends on managers and their leadership style. This study concluded that if managers adopt transformational leadership behaviors, they can get better satisfied and committed employees. Based on the findings of this study, it was worth noting that transformational leadership styles played an important role to an employee' job satisfaction and organizational commitment and it were very important for organizational policy makers to take this into consideration in order to meet organizational goals. Therefore recognizing, adopting and practicing the appropriate leadership styles are vital for future leaders as it effects on employees job satisfaction, commitment and productivity (Yagambaram, 2012). In particular, managers within organizations can adopt transformational leadership style to affect employee job satisfaction, commitment and productivity. Hence, it was recommended that the organizations should encourage their management or leaders to possess transformational leadership style and bank managers should employ this leadership style to enhance the level of job satisfaction and organizational commitment among employees in the bank.

There are several limitations to this study that must be considered for the implications of the study and future research. The study used a cross-sectional research design which prevents making inferences of causality among the study variables. To address this issue, future research should focus on experimental or longitudinal approach to determine causal relationships. The study was purely quantitative using questionnaires and statistical evidence. Future research should use more experimental approaches and add qualitative measures that use focus groups and observations, allowing more insight regarding the issue of causality. For example, longitudinal research design provided additional and stronger support for the effects tested in this study. The study used self-report measures; therefore the present findings may be partly affected by common method variance. This study used data gathered from the employees working the branches of one private bank at service industry in Turkey and therefore the generalizability of the findings to other organizational settings was questionable. Accordingly, this study needed to be replicated in other kinds of companies in different countries to extend the findings to other industries. The sample size of the study was small and not adequate to get more significant results. It may limit the ability to generalize the results. Therefore, future researchers should use larger sample size in order to receive more precise and also accurate results. In addition, the study only focused on the overall job satisfaction and organizational commitment and did not include the dimensions of them in research model. Future research should employ sub-constructs of job satisfaction and organizational commitment

and evaluate the possible effects other leadership style on these sub-constructs, which would contribute to the existing literature. As a result, the theoretical model proposed here was an initial step, which need to be improved by future researches.

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