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Lyderystės stilių poveikis darbuotojų organizaciniam įsipareigojimui Italijos turizmo įmonėse	The Impact of Leadership Styles on Employees Organizational Commitment in Italian Tourism Companies

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## INTRODUCTION

Over the last years, researches on leadership and the various styles linked to it have increased. Many authors focused their research on the importance of leadership in the organization as an essential factor in its success. This fact is supported by Yousef (2000), who pointed out the importance of employee commitment in the organization, and its relation between job satisfaction, higher performance, lower absenteeism, and turnover intentions. In order to achieve business goals, leadership styles are considered the most important factor in the organization, in influencing employee commitment (Avolio *et al.*, 2009; Trottier *et al.*, 2008; Yasir *et al.*, 2016).

According to Grint (2007), a person who possesses strong leadership ability has the power to influence positively the employees by gaining the trust and admiration of them and changing their behaviors, values, and attitudes. Leadership is important because it affects the current or future condition of the organization and it is one of the most analyzed factors that have a potential impact on employees' commitment (Avolio *et al.*, 2009; Trottier *et al.*, 2008; Yasir *et al.*, 2016). The strength of employee commitment depends on leadership style because a leader is the only one who can motivate and stimulate the employees in the organization (Atkinson P., & Mackenzie, R. 2015).

Previous researches argued that leadership plays a crucial role in the organization although effective leadership represents the main key to organizational success or failure (Bass, 1990; Fiedler & House, 1994; Yukl, 1998; Yukl & Van Fleet, 1992). According to Boey *et al.* (1997), Pittaway *et al.*, (1998), Tracey and Hinkin (1994) and Worsfold (1989), one of the main sectors in the world which needs an effective leader is the Tourism sector. One of the main problems in Tourism companies which alloy the concept of leadership styles and employee commitment is the high turnover. When an employee leaves the job, the organization faces new difficulties that are related to costs and other financial consequences, in order to replace the previous employee with the new one. Thus, effective leadership is extremely important for the productivity of Tourism companies and for employee commitment which leads to their satisfaction. According to one research conducted by Qu and Cheng (1996), in Hong Kong Tourism Company, it has been revealed that the reason why employees left their job was that they were not satisfied with their leader and the leadership style expressed.

Nowadays, one of the most uncertain worldwide problems is the wrong influence of the leader on employees, in fact, especially in the tourism sector, leader has to use different approaches rather than

traditional ones, in order to involve the employees in a more innovative way (Rothfelder *et al.*, 2012, p.202). The Travel and Tourism sector is one of the economic sectors that more than any other support employment opportunities. In fact, 9.9% of the total world employment is attributable to the tourism sector. In Italy, in 2017 the sector has directly supported 6.5% of total employment and 14.7% overall (World Travel & Tourism Council, 2018). However, this sector is facing different problems, related with inadequate institutional and corporate training for employees, lack of attractiveness of the sector, long working hours which cause high level of stress for the employees and turnover possibility, inability to train capable and qualified professionals through specific strategies, less communication, strong disconnection between the employees and the leader and the inappropriate use of leadership style (World Travel & Tourism Council, 2018). It has been considered from many scholars that one of the main challenges in the Tourism sector regards Employee Retention. In the current business environment, the competitiveness it's really significant, in fact, tourism companies need to adapt their job applying updated business processes and technological business plan suggesting new incentives for employees, in order to increase their curiosity, productivity and motivation (Linchpinseo Travel Industry, 2020). In order to achieve business goals, employees are considered the most important factor for the organization's productivity and profitability, therefore leadership styles are a crucial steward for employee's commitment (Javaid, 2012).

Many scholars analyzed the relationship between leadership styles (transformational, transactional and laissez-faire) and employee commitment (affective, normative and continuance commitment) and it has been revealed that transformational and transactional leadership styles have a positive relationship with employee commitment while laissez-faire has negative impact on employee commitment (Abasilim *et al.*, 2019; Dariush *et al.*, 2016; Garg & Ramjee, 2013; Othman *et al.*, 2012; Wiza & Hlanganipai, 2014; Yahchouchi, 2009). According to L. Simon's analysis (1994), the effect of transformational leadership has a positive impact on normative and affective commitment while a negative effect on continuance commitment. Conversely, O'Reilly and K.H. Roberts (1978), did not find any correlations between employee's organizational commitment and leadership styles. Different studies of organizational commitment were conducted in various countries such as Australia, in an accounting company, in the South African Motor manufacturing industry, in the technology sector and in the information and telecommunication industry (Manetje & Martins, 2009 and Lumley *et al.*, 2011). However, the researches of leadership styles on employee commitment were not so consistent in the Tourism industry, so there are gaps in this field.

**The aim of this paper** is to investigate the impact of leadership styles on employee organizational commitment in Tourism companies.

Therefore, **the main objectives** are:

- 1) To analyze the concept of employee organizational commitment and its dimensions
- 2) To analyze the concept of different leadership styles and its features
- 3) To examine the relationship between employee organizational commitment and leadership styles
- 4) To analyze, empirically, the impact of leadership styles on employees' organizational commitment in Tourism companies in Italy.

**Research methods of the thesis** consists in following the objectives mentioned above using different methods: Systematic research and Quantitative method. In the literature review it has discussed about the main concepts of the topic outstanding based on different books, scientific articles, dissertations, online sources and scientific reports. The literature analysis explains the key points of the work from a theoretical point of view, in such a way to be able to subsequently evaluate the empirical part following a logical thread. Thus, the literature analysis will help to explain the impact of leadership styles on employee organizational commitment. In order to measure leadership styles and organizational commitment, a quantitative research method, questionnaire survey, is used for conducting the research and it includes managers and employees from different tourism companies and primary data was collected. The survey is divided into three parts. In the first section, the questions are used for the identification of leadership style using a Multifactor Leadership Questionnaire, the second part regards the measurement of organizational commitment, and the last one relates to the measurement of satisfaction with an immediate supervisor. The method used for the analysis of the research result is a statistical analysis method, which includes different types of techniques that have been used to examine the results obtained from the survey questions such as descriptive statistics, correlation and regression.

**Limitation of the Study.** In the third part of this master thesis, which relates to the analysis of the research, several issues and problems have been encountered. The first one regards the delivery of the questionnaires; The survey was sent to leaders and employees working in Italian tourism companies following the snowball technique, which is a convenience sampling method. Although, the questionnaire was sent quickly and reached a very large number of people across different platforms, the answers obtained were not exhaustive for the research. Therefore, the result of the analysis was

not so precise and all-embracing. Taking into account the situation in Italy and the study context of the research, one of the main sectors that more than others has been affected by this Covid-19 is the tourism sector. If before it was one of the main sectors which was contributing more than the others in increasing the Italian economy, now the situation is opposite and many tourism companies have been forced to close or to stop for a long time. Therefore, it was not possible to reach a certain number of respondents since most of the employees and leaders have been fired or forced to leave their job for a while.

**The structure and scope of the thesis.** The thesis is divided into three chapters. The first chapter refers to the introduction and literature review, which provides a broad description of the concepts, useful to understand the subsequent stages of the thesis. In the second chapter, research methodology is presented in a very detailed way and the research methods are applied. In the third chapter, the analysis of the result is presented and very well analyzed accompanied with quantitative data and tables. At the end, there is a conclusive part that contains a summary section of the research accompanied by recommendations and suggestions for future research.



# 1. THEORETICAL FRAMEWORK OF EMPLOYEE ORGANIZATIONAL COMMITMENT AND LEADERSHIP STYLES

## 1.1 The concept of Employees Organizational Commitment

Today, organizations face new challenges and problems arising from new technologies, the impact of globalization, consumer awareness, and the fear of how to deal with daily problems. In order to compete in a business environment, it is no longer necessary for employees to carry out their work in the same way, but it's important to think, act and to talk like an entrepreneur in a workplace. One of the main challenges faced by modern organizations comprises sustaining employee organizational commitment according to the current global trends. Therefore, the competitive element in any organization is the improvement of employee organizational commitment in an efficient and effective way. On the other hand, it is important for leaders to understand the concept of employee commitment, understand how to behave and what to do in different situations. In many European countries, the most significant problem for companies remains how to sustain and preserve employee commitment to an organization. Therefore, numerous studies have been carried out on employee organizational commitment and its dimensions (Mowday *et al.*, 1974; Allen & Meyer, 1990; Jaussi, 2007, Adebayo, 2006; Jafri and Lhamo, 2013).

Nowadays, the concept of employee organizational commitment is a widespread topic and many are the definitions attributed to it from different authors. In the 1960 and 1980 century, two different authors argued about the definition of employee organizational commitment. First, Becker (1960) with the *side-bet* theory and then Porter *et al.*, (1982) with *exchange* theory. According to Becker (1960), there is a strong relationship between committed employees and the cost of leaving the organization. Therefore, the employee who is committed to the organization will not prefer to leave the company, if staying more means more costs of leaving. While, Porter *et al.*, (1982) argued that the employee prefers to stay in the organization, not because of costs but because they have a desire to follow the mission, the objectives, and values of the company and reach the goals set by the organization.

According to R.T. Mowday, *et al.*, (1979), employee organizational commitment is defined as the propensity to achieve corporate objectives set by the company and the desire to reach them or not. According to Meyer and Allen (1991), employee commitment is a psychological state which alloy the relationship between employees and organization and influence the decision to remain in the company

or leave it. According to Reichers (1985), the concept of employee organizational commitment is linked to the individual's intention to participate with the company and achieve the goals set. Employee organizational commitment means being emotionally committed to the organization in achieving goals and exceeding yourself in the workplace (Werner *et al.*, 2016). Boehman (2006), defined the concept of employee organizational commitment as an emotional attachment and involvement towards the organization and it includes three dimensions: affective, continuance and normative commitment.

Since there are several definitions of the concept expressed above, employee organizational commitment can be defined as a multidimensional concept that includes attitudinal and behavioral elements (Meyer and Allen, 1993). The attitudinal commitment includes three components: a positive relationship with organizations, acknowledgment with the company and willingness to make efforts for the organization. Behavioral commitment relates to the behavior of an employee that depends on the obligations of an organization placed relationship in the case of abandonment of the company or from other circumstances that bind him/her to the organization (Salancik, 1977). The attitudinal commitment refers to the relationship between employees and organization while behavioral commitment refers to the process in which the employee stuck into an organization and faces problems according to the organization's circumstances (Mowday *et al.*, 1982).

The concept of employee organizational commitment is strongly related to the relationship between employees and the way in which they accept the changes occurred in the company. It is necessary to understand if the employees accept the changes because if they don't, it might affect the company's performance. Therefore, when every organization intends to make several changes inside the company, the most important factor to consider is the employee commitment (Meyer *et al.*, 2007).

The concept of employee organizational commitment is strongly correlated with high performance for two different reasons. First of all, the employee who is committed to the organization is more likely to be a better performer rather than those who don't put effort to achieve goals established by the companies (Jafri and Lhamo, 2013). Secondly, employees with a high score of performance are more motivated to perform better in achieving goals set by the companies (Berberoglu, 2018).

### 1.1.1 Affective Commitment

As it was mentioned in the previous chapter, organizational commitment can be divided into three parts: affective commitment, continuance commitment, and normative commitment. The three dimensions of organizational commitment are centered on the emotional and psychological state of the employee linked to the organization and every employee has different ways of thinking and acting. Therefore, it's important to measure each dimension in order to achieve good and reliable results (Meyer & Allen, 1997; Singh & Gupta, 2015). In order to understand if the employee prefers to stay in the company or not, it's important to catch the vision and the mission of the employee towards the organization based on these three dimensions, AC, NC, CC (Meyer & Allen, 1997).

Meyer & Allen (1990) stated that “affective commitment is an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organization”. According to Singh & Gupta (2015), affective commitment means becoming part of the organization in an emotional and positive way and being comfortable in the business environment. The strength of affective commitment relates to the involvement of an individual's behavior into the organizations and the bravery of the employee exerted towards the company (Mahal, 2012).

According to the theory illustrated by Meyer and Allen (1997), regarding the concept of organizational commitment, there are several factors that can affect the affective commitment dimension, such as feedback from the manager, job challenges, job characteristics, personal work experience. The most important characteristic of affective commitment is the identification and internalization with the company itself and the alignment of goals within the employee and organizations (Meyer and Allen, 1990). Therefore, affective commitment can be defined as the degree to which an employee identifies him/herself to the organization (Meyer and Allen, 1990).

According to different authors, affective commitment is the most significant dimension especially for the relationship between organizations and employees. In fact, it has been revealed that affective commitment is considered to be the only dimension that can predict the performance of the company, even in the long-term (Luchak & Gellatly, 2007; Singh & Gupta, 2015). However, according to Iverson & Buttigieg (1999), Singh & Gupta (2015) and Wasti (2005), “Affective Commitment has been a negative predictor of higher levels of absenteeism, workplace stress, and turnover”.

According to Cooper-Hakim & Viswesvaran, (2005), Meyer *et al.*, (2002), Solinger *et al.*, (2008) research, affective commitment has a strong correlation with absence and with different behaviors such as sharing information, eager to help and hard working.

According to Meyer and Allen (1984), affective commitment is a dimension that can be measured based on Mowday *et al.*'s (1979) Questionnaire, which includes different variables such as job, supervisor, colleague, promotion and payment used to measure the dimension outstanding. In the past years these measures have been experimented in order to have reliable results in different contexts (Cook & Wall, 1980). The Questionnaire of Mowday is used to measure the affective Commitment dimension in order to understand and examine the feelings of the employees towards the organization. The method consists of providing different questions to the employee, positive and negative, so as better understand his/her mindset (Mowday *et al.*, 1979). According to Mowday (1979), many results have been found as a consequence of the implemented model such as turnover, absenteeism, retention, and stress.

Empirical studies have defined affective commitment as the only dimension related to the changes in work behaviors rather than other components of commitment.

### **1.1.2 Continuance Commitment**

The following dimension of organizational commitment is continuance commitment, a dimension in which the employee remains in the organization mostly because of personal investment such as close relationships with the employer and coworkers, benefits related to retirements and career investment, acquisition of unique skills for the company, costs of leaving the organization for a new job, etc.

According to one of the first theories on continuance commitment, founded in 1960, it assumes that the employee belongs to the organization because of certain advantages that will be obtained over time, such as retirement (Becker, 1960). But one of the main reasons that bind the employee to the organization is the costs that the employee must bear if he decides to leave the organization (Meyer and Allen, 1997). In fact, the concept of continuance commitment is linked to the employee's awareness of staying in the organization, perceived as a need to stay (Meyer and Allen, 1991). This demonstrates the differences between affective commitment, perceived as a desire to stay in the organization, from the continuance commitment.

According to Romzek (1990), continuance commitment is a transition step, in which the employee calculates what he has at the moment when he enters the organization and what he will achieve over time, considering the costs and benefits of staying in the organization. In the organization, when the investments are high and the availability of different alternatives in the organization is low, continuance commitment can be stronger but at the same time weaker (Best, 1994). According to Tetrick *et al.*, (2006), the concept of continuance commitment is associated with the notion of profit, whereby the performance of an employee is linked to rewards and other economic benefits. Employees are aware that they want to stay in the organization but at the same time, they would be willing to leave it if different circumstances arise.

Based on Taing *et al.*, (2010) *side-bet* theory, continuance commitment can be measured in two different ways: “Economic Exchange” and “Few Alternatives”. Taing *et al.*, (2010) defined “Economic Exchange as commitment that develops when an employee perceives desirable economic exchange opportunities at their current job.” Instead, “Few Alternatives” refers to a commitment that emerges when an employee feels locked and in a trap situation with the organization (Taing *et al.*, 2010). In fact, it has been revealed that the costs of leaving an organization and the alternatives offered to an employee might have an impact on an employee’s continuous commitment (Clugston *et al.*, 2000). According to Mayer and Schoorman (1992), the main elements that influence continuance commitment are economic, monetary and social factors.

### **1.1.3 Normative Commitment**

After analyzing and explaining the essence of the affective and continuance commitment illustrated above, it’s relevant to understand the last dimension of commitment in order to have a clear and updated picture of the phenomenon undertaken. Affective commitment, continuance commitment, and normative commitment reflects three different perspectives of attachment to the company. In fact, the first one refers to an emotional attachment within the employee and the company, the second refers to an economical attachment and the last one refers to an obligated attachment.

Therefore, normative commitment is defined as the situation in which the employee feels obliged to remain in the company feeling responsible for the company itself (Meyer *et al.*, 1993). Normative commitment dimension is characterized by the respect of the actions and obligations assumed by the employee towards the organization. Employees are aware of their duties within the company and feel

they are connected to it (Balassiano & Salles, 2012). Normative commitment means active cooperation of the employee for the organization after receiving some benefits from it (Gelaidan & Ahmad, 2013).

Over the past, many researchers argued about the concept of normative commitment and about the idea of the “normative view” of commitment. According to Wiener *et al.*, (1980), the idea of a "normative view" of commitment can be explained by referring to the figure of an employee who conducts his work driven by internal pressure, in order to follow the objectives set by the organization. According to the rules and objectives set by the company, the employee does his job because he knows it is the right to do. Scholl (1981), defined normative commitment as a “stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function”. Instead, Herscovitch and Meyer (2002), defined normative commitment as an obligation that emerges when the company needs to make some changes.

## **1.2 The concept of Leadership Styles**

Nowadays, the concept of leadership styles became a wide and interesting topic, especially for companies that would like to be more efficient and competitive in the current business environment. Leadership styles represent an important factor in human resources management and one of the most studied topics in industrial and managerial psychology (Kesting *et al.*, 2016; Puni *et al.*, 2014). The figure of a leader who follows employees in the right way is extremely important for the success of the companies because it might affect the company’s effectiveness and performance. In fact, companies will prefer to hire a person capable of interpreting the complexity of the current world quickly and effectively by finding innovative solutions in every situation. Although every leader has his/her own way to lead which might affect the employee’s behavior and performance and indirectly the organization’s outcomes, it’s significant to analyze the peculiarity and the main features of leadership styles.

Since the 19th century until today, many types of research have been done on leadership and there are various definitions attributed to it from different authors. While the first researches on leadership focused on the person's personality, behavior and attitudes (Likert 1987, Mintzberg 1997, McClelland & Burnham 2008) the latest studies have been carried out on the nature and role of leadership. In

recent years, leadership studies have increased and there is a wide range of approaches used to explain the phenomenon outstanding.

According to Fleishman *et al.*, (1991), there are more than 65 definitions developed on leadership. Generally defined, leadership is a process of social influence in which the leader collaborates with employees in order to achieve the goals set by the company (Bunmi, 2007). According to Ruben & Gigliotti (2016), the concept of influence is important in the employee-leader relationship, especially today, where the problem of communication between the two parties gets bigger and bigger. According to Yulk (1989) and Sharifah (2012), the employee's organizational commitment may vary as different styles of leadership vary. According to Yulk (1989), "leadership is the capability of an individual to support and guide the employees, in order to achieve organizational goals and objectives". Instead, Sharifah (2012), argues that dynamic leadership might influence the level of employee organizational commitment and the success or failure of the organization.

In order to analyze the main current aspects of leadership styles, it is necessary to examine the first theories of leadership that appeared from the past until now. Many scholars have focused their studies on several theories of leadership, based on different approaches. One of the first theories was the "*Theory of the Great Man*" in 1980 based on the belief that only certain people with unique personalities could be identified as leaders (Bass, 2008). According to Zaccaro (2017), the main characteristic that a leader should have are intelligence, self- confidence, determination, integrity, and sociability. From "*Great Man Theory*" researchers moved on to another theory which is the "*Skills Theory*", no longer focused on the characteristics that a hypothetical leader should possess but, on the capabilities, needed for effective leadership (Bass, 2008). Subsequently, many scholars begin to study the leader's behavior and attitude, leaving out the previous theories. The "*Behavioral Approach*" was the starting point for several scholars, interested in understanding the leader's actions, and how they react in different situations (Littrell, 2013). One of the most popular and used approaches is the "*Situational Approach*" based on the fact that every leader must be able to adapt their style in different situations evaluating what is the right thing to do at the right time in order to satisfy the employee's expectation (Blanchard et al., 2015).

A similar theory to the latter mentioned, is the "*Path-Goal Theory*" focused on leader behaviors, follower behaviors and task characteristics (Kanfer *et al.*, 2017). Based on these approaches, it's possible to define different leadership styles in a more detailed way, starting with the most popular one, which is the Transformational leadership style.

### 1.2.1 Transformational Leadership Style

The term "Transformational Leader" appeared for the first time in 1973 in Downton's work and it began to spread as an approach in the 1980s, known as the "New Leadership" (Downton, 1973). The concept of transformational leadership was developed in 1978 by James McGregor Burns (Northouse, 2007) and later expanded by Bernard Bass and other studies. Transformational leadership is defined as the process by which the leader brings a new perspective towards the aims of the group or organization led by him/her and mobilizes the followers' view in line with that perspective. Transformational leadership means pursuing the company's mission and transforming it when needed. Today, the transformational leadership style represents the most widespread and suitable style, in order to face current situations.

A transformational leader is a person who recognizes the needs of the employees and knows how to turn their followers into new leaders. According to Northouse (2007), transformational leadership is defined as charismatic and visionary leadership. The difference between transformational and transactional leadership styles is substantial because the transactional leadership style is mostly based on the "exchange" relationship between the employee and the leader, for example, the teacher who gives a grade for a student completed work. In contrast, the transformational leadership style regards a strong connection between the leader and the employee which includes assessing employees' motives, satisfying their needs and expectation, understanding their concerns and learning from it and applying changes according to the current trends.

According to Christie *et al.*, (2011), the main elements of transformational leadership styles are idealized influence, inspirational motivation, intellectual Stimulation, and individualized consideration. Idealized influence means strong cooperation and collaboration between leader and each employee, increasing the level of loyalty towards the followers, inspirational motivation regards the leader's motivation inspiration for the employees' vision towards the success of the organization, intellectual stimulation refers to the leaders' intellectual ability to follow the employees in a creative and innovative way (Ghadi *et al.*, 2013).



Previous researchers analyzed the features of the transformational leadership style, applied in different organizations. Bass (1985), analyzed the relationship between transformational leadership style and employee performance and wondered why this type of leadership was more satisfying than others for the organization's success. Therefore, the main goal of the transformational leader is to satisfy the employee by increasing his/her performance. Abu-Raman (2016) studied the effect of transformational leadership style in an organization with management issues and the results were positive inasmuch the top management figure strengthened and the visions of the organization changed. According to one research carried out in a hotel in Turkey, it has been found that the transformational leader is more efficient in improving employee performance (Kara et al., 2013). Para-Gonzalez *et al.*, (2018) studied the relationship between transformational leadership style and organizational performance, demonstrating that the company's performance improves when the leader applies a transformational approach towards the employees. Based on these author's ideas emerge an ideal concept of leadership, a profile of leaders who knows how to have the right influence on the followers, seen as indispensable interlocutors with the employees in order to achieve the objectives set by the company.

Many studies attributed different advantages to the transformational leader. First of all, from the past until now, the topic has been the source of study by many authors, in fact as the *Leadership Quarterly* shows from 1990 to 2000, more than 34 percent of the articles were focused on transformational leadership style. There are many positive characteristics that the authors have expressed towards the transformational leader and the most important one is to create a vision for the future organization identity (Bryman, 1993). Especially in the world in which we live today, having a vision is extremely important and is something that attracts many people.

### **1.2.2 Transactional Leadership Style**

While transformational leadership style is defined as a deep process that transforms individuals, fueling their interests and motivations, and involving not only collaborators in the change but also the leaders themselves, transactional leadership style refers to the type of reward which is reserved to the employee, on the basis of the quality of the performance during the task assigned by the leader.

Bass (1990), defined some important points of this style of leadership:

- Use of reinforcement: give expectations to the employees and reward them when they reach their goals
- Passive management for exceptions: leave employees free to manage their work until they are in particular situations, crises or in any case exceptions
- Active management for exceptions: the manager anticipates possible problems, monitors progress and implements necessary corrective measures. In this case, the manager tries to be proactive towards possible problems.

The transactional leader sets goals for employees, engages in daily activities, and monitors failures through an audit mechanism. These leaders are business-oriented leaders and they maintain their positions through policies, procedures, personal relationships (Tomey, 2009). Transactional leadership style is defined a management style and it is an approach based on performance and supervision, focused on reward and punishment. High performance, positive results are rewarded while unwanted results are either criticized or punished (Brophy, 2010). The leader's followers believe that they will achieve the desired rewards when they reach the stated goals (Gibson, 2009). The reason for the leader's reward and punishment system is to try to ensure that the followers behave sincerely to improve their performance but, in this way, employees may not be able to do their work eagerly (Zagorsek *et al.*, 2009).

The transactional leader motivates the employees by using his/her central authority and legal power while trying to impress the employees for the performance of certain tasks and duties. The priority of the transactional leader is to make business standards and apply regulations. While taking responsibility to achieve the aim and goals, it is important to pay attention to the satisfaction of the employees (Ruiz *et al.* 2010). The transactional leader does not intend to understand the employee's needs, disinterested in his/her working position within the company. The only thing that matters, it's the progress of the tasks entrusted to the employee for the achievements of goals established by the company. The main factors which characterize the figure of transactional leader are contingent reward and management by exception.

### 1.2.3 Laissez-faire Leadership Style

The French term *laissez-faire*, appeared for the first time, as a concept mainly used to define the political detachment of government with society. In leadership literature, Northouse (2012), defined the *laissez-faire* leadership style as a way to influence the employees according to the “hands-free” and “let things-ride” approach. Compared to the studies carried out on transformational and transactional leadership, few researches have been done on *laissez-faire* leadership style. However, many studies have shown the presence of this type of leadership in the current business environment, but in a negative way (Aasland *et al.*, 2010). *Laissez-faire* leadership style is defined as a passive leadership style, very different from the styles analyzed above (Long & Thean, 2011). According to Bass & Avolio (1990), a *laissez-faire* leader is an absent and destructive leader, who does not show the interest to the employees during their tasks, disinterested in their needs and expectations. Conversely, the *laissez-faire* leadership style might have a positive impact on the followers, as the leader lets the employee perform the tasks without any pressure at the workplace, contributing positively to the improvement of their performance (Chaudhry & Javed, 2012). These leaders avoid making decisions for employees and do not communicate with them, except in situations of need.

The *laissez-faire* leader, unlike the other styles described above, does not care about the employee, about his requests and complaints and anything else, as he knows that they know how to take care of themselves (Wong & Giessner, 2016). This type of leadership provides consultancy, encourages employees to produce ideas, makes suggestions when the employees ask, otherwise the leader doesn't give advice or suggestions to them. In fact, usually the leader stands back and avoids decisions (Luthans, 1995). *Laissez-faire* leadership style is been defined as a non-leader style rather than transactional and transformational leadership (Northouse, 2018).

Although the organization's outcomes derived from this style of leadership are more negative than positive, there are some factors that could contribute to the improvement between the *laissez-faire* leader and the employee. The first one is trust, which refers to the ability of the leader to moderate the relationship with the employee and the second factor is time, which refers to the ability of the employee to do the tasks assigned in a timely manner (Yang, 2014).

### **1.3 The relationship between Employee Organizational Commitment and Leadership Styles**

After analyzing the main features of organizational commitment with the various dimensions and the main leadership styles, it is important to analyze the relationship between the two variables, in order to understand better the purpose of the empirical research, which is explained in the second chapter of this paper. Many studies have been carried out on the relation between employees organizational commitment and leadership styles and the results of the research have been different, however many authors have discovered a positive and negative relationship between the two factors (Sabir *et al.*, 2011).

Nowadays, one of the main studied and analyzed topic is the employee organizational commitment and its relation with leadership styles, in fact, it has been revealed that there is a strong connection between organizational commitment and leadership styles (Chai *et al.*, 2017; Clinebell *et al.*, 2013). According to Clinebell *et al.*, (2013), Hong *et al.*, (2016) and Robinson & Parham, (2014), there is a direct influence between employee organizational commitment and leadership styles. Most of the studies have shown a positive connection between transformational and transactional leadership style, and usually a negative connection with laissez-faire leadership style and employees organizational commitment (Abasilim *et al.*, 2019; Dariush *et al.*, 2016; Fasola *et al.*, 2013; Garg & Ramjee, 2013; Othman *et al.*, 2012; Wiza & Hlanganipai, 2014; Yahchouchi, 2009). Simon (1994), studied the effects of transformational leadership and the relationship between it and employees organizational commitment, discovering a positive relation with affective and normative commitment and a negative relation with continuance commitment.

According to one research conducted in a five-star hotel in Turkey, it has been analyzed that all the features of the transformational leadership style have a positive relationship with the employees organizational commitment (Kara, 2012). Klinsontorn (2007), studied the effects of transformational and transactional leadership style on the organization's outcomes such as satisfaction, motivation, efforts and identified a positive relationship with employee's commitment but a weaker relationship between transactional leadership style and employees commitment. In fact, many studies demonstrated that transformational leadership was the best-suited leadership style in order to increase the employee organizational commitment (Bass, 1990).

According to Romzek (1990), the transactional leader is the leader who understands the costs and the benefits that he/she can get from the company and at the same time he/she can leave or stay in the company. In fact, the transactional leader is associated with continuance commitment dimension because of the “Economic Exchange” situation between the employee and the organization but the relationship might be positive or negative, based on different circumstances.

As we mentioned above, normative commitment is defined as the situation in which the employee feels obliged to remain in the company feeling responsible towards the company itself. The transformational leader is the only leader who understands their feelings, aware of their values and goals. Furthermore, normative commitment is the dimension that was developed concurrently with the figure of Transformational leader. According to Bass (1990), there is a negative relationship between laissez-faire leadership style and affective commitment which relates to the involvement of an individual's behavior into the organizations and the bravery of the employee exerted towards the company. However, the laissez-faire leadership style doesn't fit this explanation. Studies have shown that some employees are committed within the organization as they are satisfied with the leader's goals and beliefs.

#### **1.4 The relationship between Employee Satisfaction and Employee Organizational Commitment**

In the last few years, many authors focused their research on the relationship between employee satisfaction and organizational commitment and it has been revealed that there is a strong correlation between the two variables (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Wu & Norman, 2006; Paik, Parboteeah, & Shim, 2007; Ahmad, Ahmad, & Ali Shah, 2010; Gunlu, Aksarayli, & Sahin Percin, 2010; Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Emhan, 2012). According to the authors mentioned above, organizational commitment depends on employee satisfaction which can lead to employee retention or employee turnover. But some studies revealed that organizational commitment is stronger than job satisfaction in affecting the employee turnover (Mathieu and Zajac, 1990). Conversely, job satisfaction is more related with turnover intention rather than commitment does (Tett & Meyer, 2006).

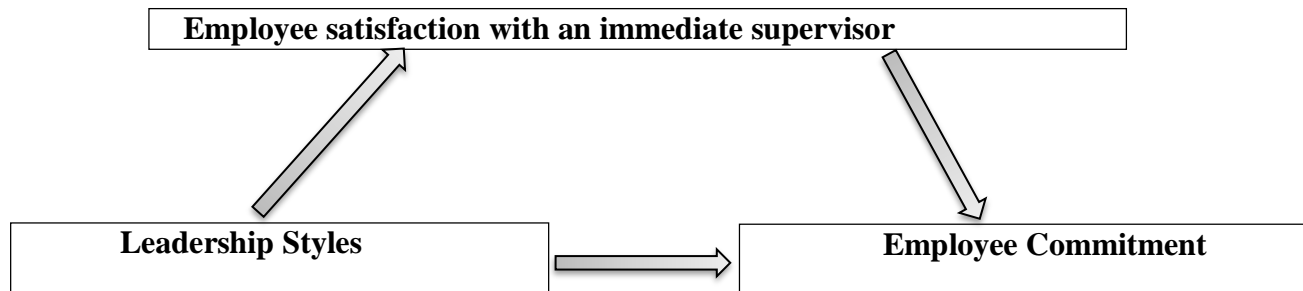
According to Camp *et al.*, “Employee satisfaction refers to the extent that the working environment meets the needs and values of employees and the individual’s response to that environment” (Camp, 1994; Lambert, 2004; Tewksbury & Higgins, 2006). Employee satisfaction can predict employee commitment in the organization; the workers becomes more productive and helpful towards the company (Aamodt, 2007; Wright and Bonett, 2007). One of the main factors that drives the company to achieve its goal its employee satisfaction (Koys, 2003)

Many authors analyzed this relationship finding out positive and negative outcomes between the variables outstanding. According to Meyer *et al.*, (2002), there is a positive relationship between affective and normative commitment and employee satisfaction while negative relationship with continuance commitment however Ahmad *et al.* (2010), didn’t find any correlations among the two variables. According to Emhan (2012), employee satisfaction can affect organizational commitment differently in different organizations, in fact, only in Profit-organization it has been revealed that there is a positive relationship between affective commitment and employee satisfaction while in non Profit-organization, employee satisfaction and normative commitment are negatively correlated. Chinese researchers conducted a studies regarding this relationship which concluded that the high level of employee satisfaction reinforces the affective commitment, improving the working performance (Luo et al, 2014). This relationship has been widely analyzed from the HRM department and the results of the research confirms that employee satisfaction is a function of organizational commitment (Bakan et al., 2004; Liao, Hu, & Chung, 2009; Tarigan & Ariani, 2015).

### **1.5 Theoretical Model of The Dependent and Independent Variables**

In order to understand the purpose of the research which is applied empirically in the second chapter, in the literature review, it has been discussed about the main concepts of the variables outstanding. After analyzing the relationships between these variables theoretically, the conceptual model is applied empirically, and different hypothesis has been formulated and tested in the second chapter of this master thesis. The model has been taken from different authors and it has been tested in other countries and in different context (Avolio *et al.*, 2004; Bučiūnienė & Škudienė, 2008; Emery & Barker, 2007; Joo, Yoon, & Jeung, 2012; Limsila & Ogunlana, 2008; Rehman *et al.*, 2012).

Although, the aim of this master thesis is to investigate the impact of leadership styles on employee organizational commitment in Italian tourism companies, a theoretical model is shown below.



**Figure 1.** Theoretical Model

Source: Composed by the author (2020)

As it was mentioned in the introduction, the tourism sector is facing various problems, which relate to management, organizational and human resources issues. Since there is an interest in understanding the problems, in a more detailed way, this research is based on the importance of leadership styles and its relationship with employee organizational commitment in the Tourism industry sector. In the first part of this paper, the main aspects of leadership styles and its relationship with the employee organizational commitment within the company have been analyzed.

To have a clear vision about the employee's behavior, it's important to catch the vision and the mission of the employee towards the organization based on three-dimension, affective commitment, normative commitment, and continuance commitment, which are included in the first section of this research, comprising an extensive analysis of the concept of employee organizational commitment. Subsequently, the main leadership styles were defined along with all the features, highlighting the peculiarity of each style.

Based on the purpose of the research, the last point analyzed in this paper, regards the relationship between leadership styles and employee organizational commitment and the relationship between

satisfaction and employee organizational commitment. As several studies testify, some leadership styles have negative effects on employee organizational commitment and others positive. According to the knowledge collected, in the second chapter of this paper which refers to the empirical part, the research methodology is applied based on the conceptual model exposed.



## **2. RESEARCH METHODOLOGY: THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEES ORGANIZATIONAL COMMITMENT IN ITALIAN TOURISM COMPANIES**

After a broad description of the main concepts exposed in the first section of this paper, in this chapter, the research methodology is applied. The research methodology consists of the application of different methods for the analysis of the research. Since the main three objectives have been explained, the last one, which regards the impact of leadership styles on employee organizational commitment in tourism companies, was examined, empirically, in this chapter. The study is carried out in Italian tourism companies and to investigate the impact of the independent variable on the dependent variable, a quantitative approach is used. A different questionnaire has been delivered to managers and employees of Tourism companies in Italy. Data collection and data analysis are explained. According to the theoretical model, different hypothesis has been proved according to different statistical methods, such as correlation and regression analysis. The last chapter of this paper concerns the reliability, validity of the data collected with the empirical results, and conclusion.

### **2.1 Study Context: The Italian Tourism Industry**

After carrying out an extensive analysis of main concepts exposed above, it has been investigated on the phenomenon outstanding based on books, dissertations, articles, and online sources. Starting from the articles and researches carried out in the recent years, it has been noticed that most of the researches regarding leadership styles and the relationship with employee organizational commitment, has been carried out in different countries in manufacturing and service companies, in accounting companies, in technological and telecommunication companies, and information companies. Researches carried out in the tourism sector is poor and not specifically detailed in the treated area. In Italy, so fewer researches have been done in the tourism sector, thus, there is a gap in this field.

In order to understand the significance of this thesis and its context, extensive analysis has been carried out regarding the Italian tourism industry. The Italian tourism sector contributes remarkably to the formation of GDP and employment. In fact, in 2019, Italy has been considered as the fourth most visited country in the world with 94 million foreign visitors according to ENIT, with a number equal to 113.4 million foreign presences in the cities of art and the fourth in the world with 429 million of

total presences (ENIT, 2020). According to estimates by the Bank of Italy in 2018, the tourism sector directly generates more than 5% of the national GDP (13% also considering indirectly generated GDP) and represents more than 6% of the employed (Bank of Italy, 2020). However, during the time, Italy has lost competitiveness compared to other countries and it hangs in the balance between *going to decline* or, instead, towards *renewal* which depends on the choices that will be made. Several indices show Italy's difficulties in attracting newcomers from different countries, and one of the main reasons which can justify this problem is based on the fact that the new competitors are entering the market with more energy and enthusiasm and the Italian tourism system still appears inadequate to accommodate and apply the current changes. Many others problems, derives from inadequate institutional and corporate training for employees, lack of attractiveness of the sector, long working hours which cause a high level of stress for the employees and turnover possibility, inability to train capable and qualified professionals through specific strategies, less communication, a strong disconnection between the employees and the leader and the inappropriate use of leadership style.

In this situation, it is necessary to invest, in one hand, in institutional and business training and, on the other, in human resource management tools that allow tourism businesses to create value through people, not only by reducing service costs but above all by increasing their personalization, differentiation, and innovation. The talent gap consists of an increasingly marked gap between the skills required by the sector and those possessed by human resources facing the tourism sector, with a demand that is unable to meet the offer, and this negatively impacts the sector in question, with inefficiencies that have globally reached 610 billion dollars in GDP and 14 million jobs (World Travel & Tourism Council, 2015).

Since the tourism sector is one of the economic sectors that more than any other support employment opportunities and it is a fundamental importance, especially for the economy of the country, the study of my research focuses precisely on the investigation of the main figures within the Italian tourism companies, in particular the travel agencies, referring to the leaders and the various styles of leadership and its relationship with the employees, by providing a detailed analysis which could be used for future research or recommendations for plans.

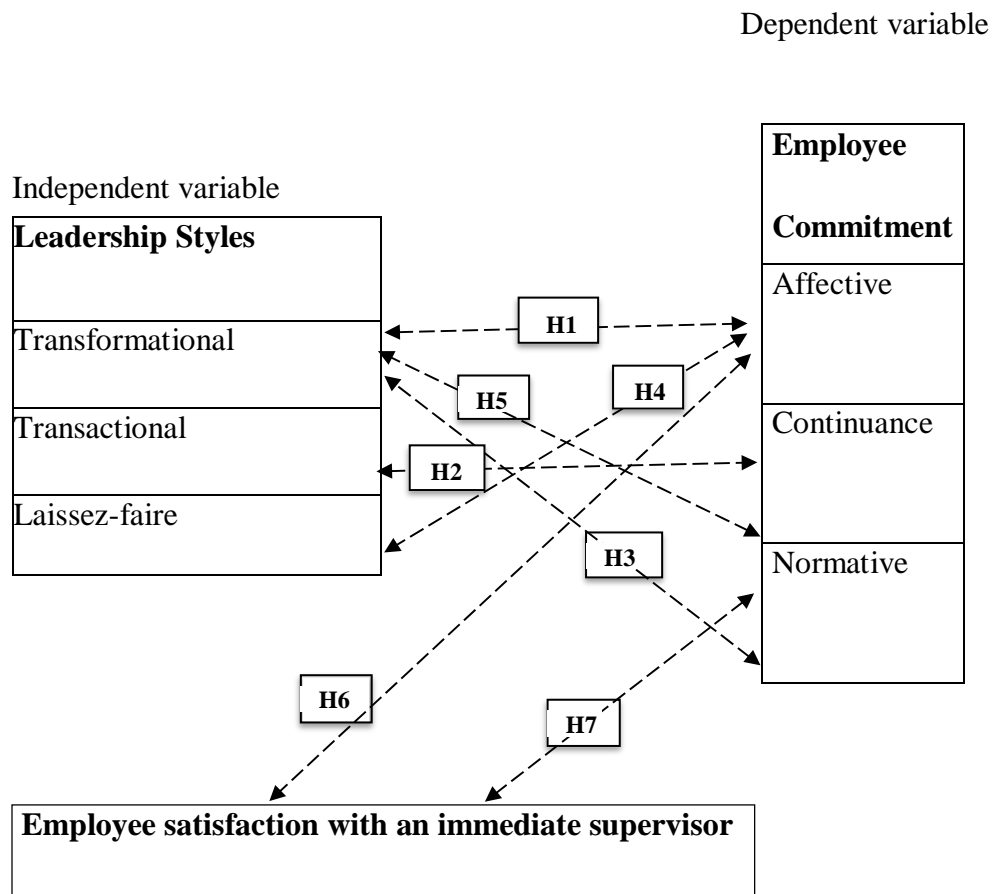
## **2.2 The scope and the Model of the Research**

This master thesis is focused on the study of different variables, the independent variable which is leadership styles, and the dependent variable which is employee organizational commitment and on the analyses of the relationship between the variables outstanding.

The aim of the research is to investigate the impact of leadership styles on employee organizational commitment in Tourism companies, in particular, the investigation regards the travel agencies companies and includes leaders, employees, and supervisors as a selected target. More specifically, the purpose of the research aims to highlight and understand the emerging and the common leadership styles in several companies, and the impact of them on the employee organizational commitment. In a more detailed way, the research aims to find out if a leadership style is more appropriate than others in improving employee organizational commitment.

In order to achieve the aim explained above, this paper follows different objectives. First of all, a different questionnaire has been prepared for leaders and employees, in order to identify the leadership styles, to understand the employee organizational commitment and its relationship within the variables. The last questionnaire prepared for the employee regards employee satisfaction with an immediate supervisor. After the delivery of the questionnaires, the results are analyzed using the “Statistical package for social science” (SPSS) in the third chapter.

The research methodology follows the model showed below, composed of different hypotheses within different variable retrieved from research made by Ilona Bučiūnienė and Vida Škudienė (2008) in Lithuanian manufacturing companies. The conceptual model illustrated comprises seven hypotheses; five of them are proposed for testing the impact of leadership styles on employee organizational commitment while the other two remaining concerns the employee satisfaction and its relationship with two dimensions of employee commitment.



**Figure 2.** Hypothesis Development

Source: Composed by the author, model taken from a completed research: Ilona Bučiūnienė and Vida Škudienė (2008).

According to the model above, different hypotheses are proposed:

**H1:** A transformational leadership style is positively related to employee affective commitment.

**H2:** A transactional leadership style is positively related to employee continuance commitment

**H3:** A transformational leadership style is positively related to employee normative commitment

**H4:** A laissez-faire leadership style is negatively related to employee affective commitment

**H5:** A transformational leadership style is negatively related to employee continuance commitment

**H6:** Satisfaction with an immediate supervisor is positively related to employee affective commitment

**H7:** Satisfaction with an immediate supervisor is positively related to employee normative commitment

The first five hypotheses mentioned above regards the relationship of different leadership styles on different dimension of employee commitment. H6 and H7 proposed, regards the impact of satisfaction with an immediate supervisor and its effect on affective and normative commitment.

### **2.3 Research Design and Methods**

Since the aim of this master thesis is to investigate the impact of leadership styles on employee organizational commitment in tourism companies in Italy, the target population of this study included both employees and leaders from different travel agencies.

In this study, a quantitative method is used for testing the hypothesis and different questionnaires have been delivered to managers and employees. The sampling technique used for the research is snowball which is a convenience sampling method. The measuring instrument taken into account is a close-ended questionnaire, which compared with other measuring instruments, allows to obtain quantitative data in a very clear and fast way in order to proceed simply with SPSS software in the third chapter which regards the result analysis. The questionnaire was opened from 6 November until 16 November and closed after 3 days due to no more response received.

The first questionnaire delivered for leaders and employees is called Multifactor Leadership Questionnaire (MLQ), designed for identifying the leadership styles, the second questionnaire called Organizational Commitment Questionnaire (OCQ), it's referred to the organizational commitment and it measures the employee commitment, the last questionnaire is composed by different questions designed to measure employee satisfaction with an immediate supervisor. The questionnaires have been prepared in English and Italian language, since the majority of the respondents are Italians.

Since 1895, the MLQ has been proposed and updated in different ways. Based on Bass & Avolio (1995), the MLQ Form 5X is based on 9 subscales of leadership styles, composed of 5 items for transformational leadership style, 2 for transactional leadership, and the remain 2 for the laissez-faire leadership. These items are evaluated using a five-point Likert scale starting from 1= Strongly disagree, 2 = Disagree, 3= Neither agree or disagree, 4 = Agree, 5 = Strongly agree. The highest score shows greater effectiveness on the perception of leadership style, while the lowest one the opposite situation. Other items have been proposed and modified from research made by Irena Bakanauskiene and Edita Bartnikaite (2009).

The list of items used to measure the independent variable (Leadership styles) is shown in annex 1 (see Table 1). The table highlights different items for different variables. The first variable analyzed is the transformational leadership style and the items related to it highlight the main factors that determine the attitudes and behaviors which characterize the leadership style itself. These factors are Idealized Influence (Attributed), Idealized Influence (Behavior), Inspirational Motivation, Intellectual Stimulation, and Individual Consideration. Based on the factors mentioned above, the items related to the transformational leadership style aims to highlight the main behaviors of the transformational leader such as motivating the employees positively, talking optimistically about the future decision and plans, providing support, working actively and closely with the employee, and other behaviors already mentioned previously. The MLQ is shown in the appendix section (annex 1) and it's delivered to leaders. The same questionnaire is delivered to the employees, thus, in the third chapter, the results of the questionnaires are compared.

The second variable is the transactional leadership style which is characterized mainly by three factors such as Contingent Reward, Management-by-Exception (Active), and Management-by- Exception.

The third variable is the laissez-fair leadership style and the correlated items aim to investigate if the leader does not interfere with the group or with the single employee or if the leader allows the team to make any kind of decision and he/she minimize his/her involvement within the company.

After delivering the MLQ, the dependent variable is taken into consideration. The dependent variable is Employee commitment. The questionnaire adopted, has been taken from J.P. Meyer and N.J. Allen (1997), and it's called OCQ (Organizational Commitment Questionnaire). It is divided into 3 scales, affective, normative, and continuance dimensions composed of 6 items each. The following questionnaire has been delivered to the employees. The items described in the annex section (see Annex 3), highlight and identify the employee organizational commitment within the company, which can vary from one dimension to another. Thus, it is possible to understand the degree of employee commitment in different circumstances that drives him/her to engage in a certain way in the company. Responses to each item have been done according to the Five-point Likert scale from Strongly disagree to Strongly agree.

The last step of this research is delivering Scarpello and Vandenberg's (1987) SWMSS or Satisfaction with my Supervisor Scale questionnaire to the employees which is used to measure the employee's perception of supervisor attitude critical to the employees' effective performance within his/her job role. The questionnaire includes 18 items (see Table 3 in annex 1) and responses to each item have been done according to the Five-point Likert scale 1= very dissatisfied 2= dissatisfied 3= neither satisfied nor dissatisfied 4=satisfied 5=very satisfied.

According to previous research, the sample size is determined. As the table 1 shows, different authors delivered the questionnaires in the previous researches and different numbers of respondents were obtained.

**Table 1.** Data Collection in Previous Researches

<b>Authors</b>	<b>Type of Questionnaire</b>	<b>Sampling</b>	<b>N. of Respondent</b>
Ilona Bučiūnienė and Vida Škudienė (2009)	Questionnaire	Non-probability	191
Farooq Anwar, Ungku Norulkamar Ungku Ahmad (2012)	Questionnaire	Non-probability	207
Kasim Randeree and Abdul Ghaffar Chaudhry (2012)	Questionnaire	Non-probability	251
Ajay K Garg, D. Ramjee (2013)	Questionnaire	Non-probability	197
U. D. Abasilim, D. E. Gberevbie, and O. A. Osibanjo (2019)	Questionnaire	Non-probability	97
<b>Average</b>			<b>187</b>

Source: Author's Elaboration (2020)

After delivering the questionnaires, the data are exported from “Google Form” and analyzed with “Statistical package for social science” (SPSS) in the third chapter of this paper.

During this year, a strong disease called COVID-19 affected the whole world, causing more than 1,434,894 deaths, more than 61,177,715 positives to the virus, and 42,318 recovered; of course, these data are temporary because the situation is changing day by day (Worldometers, 2020). During this period, most countries applied restrictive measures to prevent the spread of the virus as much as possible. Considering the situation in Italy and the study context of this research, one of the main sectors that more than others has been affected by this virus is the tourism sector. If before it was one of the leading sectors contributing more than the others in increasing the Italian economy, now the situation is opposite and many tourism companies have been forced to close or stop for a long time. Since there is an uncertain situation in the outstanding sector and on the actual recovery of the same,



the research might be limited because many participants may not complete or fill the questionnaire.

In conclusion, in this chapter, the research methodology has been examined. First of all, a short background of the study has been presented and the tourism sector in Italy was analyzed in a detailed way, providing a wide range of information, especially from an economical point of view. The aim and the objectives of the research are presented and the research model is exposed with the hypotheses and the methods in which these hypotheses are applied is argued as well. The quantitative method was preferred and chosen over the qualitative one, and different questionnaires have been formulated and described. The MLQ has been chosen for identifying the leadership styles delivered to leaders and employees, while the OCQ and the SWMSS questionnaires are delivered only to the employees. The target was chosen for delivering the questionnaires and the sample size was determined based on the experience of the previous authors. The reliability and validity of the data are analyzed in the following chapter which regards the result analysis of the research.

### **3. RESEARCH RESULTS OF THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEES ORGANIZATIONAL COMMITMENT IN ITALIAN TOURISM COMPANIES**

In this chapter, data analysis is performed and presented. Data was collected, coded, and analyzed using a statistical technique, the SPSS program (Version 26), to evaluate the quantitative research in a more detailed and concise way. The first findings showed concern the demographics data of leaders and employees in percentages and frequencies. Reliability analysis of the variables is performed. Means and standard deviations are calculated for the employee's answer to leadership styles, commitment, and satisfaction with the supervisor. The same procedure has been carried out for the leader's response regarding their perception of leadership style and compared with the employee's answer. Afterward, the correlations between leadership styles, organizational commitment, and satisfaction is performed in order to investigate the relationship between these variables. In order to understand if there is an impact of leadership style on employee commitment, regression analysis is carried out along with mediation. In the end, conclusions and future recommendations can be found.

#### **3.1 Respondent's Profile**

In the research, two different samples have been taken into account. Two questionnaires have been delivered to leaders and employees. The total answers obtained are 156, 82 from leaders, and 74 from employees. The questionnaires have been delivered to the employees and leaders working in Italian tourism companies, following the snowball technique, a convenience sampling method.

Regarding the gender of the respondents, 52.7% of employees are male, while 47.3% are female, and 51.2% of leaders are male while 48.8% are female. For what concerns their age, 16.2% of employees are under 26, 28.4% between 26 and 35, 39.2% between 36 and 45, 14.9% between 46 and 55, 1.4% between 56 and 65 years old.

For what concern their education, 24.3% of employees do not have any degree, 43.2% have a bachelor's degree, 29.7% have a master's degree, and only 2.7% have Ph.D. or doctoral studies. While 28% of leaders do not have any degree, 41.5% have a bachelor's degree, 20.7% have a master's degree, and only 9.8% have Ph.D. or doctoral studies.

Regarding the working situation, 14.9% of employees worked for the current organization less than one year, 35.1% between 1-3 years, 20.3% between 3-5 years, and 29.7% more than five years. While

8.5% of leaders worked for the current organization for less than one year, 22% between 1-3 years, 23.2% between 3-5 years, and 46.3% more than five years. 8.5% of leaders have been working in the current position less than one year, 22% between 1-3 years, 20.7% between 3-5 years, and 48.8% for more than five years. Further information can be found in Annex 4.

**Table 2.** Summary of Employee's Profile

		<b>Frequency</b>	<b>Percent (%)</b>
		<b>N= 74</b>	
<b>Gender</b>	Male	39	52.7
	Female	35	47.3
<b>Age</b>	Under 26	12	16.2
	26 to 35	21	28.4
	36 to 45	29	39.2
	46 to 55	11	14.9
	56 to 65	1	1.4
<b>Education</b>	Some College, no degree	18	24.3
	Bachelor's Degree	32	43.2
	Master's Degree	22	29.7
	Doctoral Degree or Professional Degree	2	2.7
<b>Length of Service</b>	Less than one year	11	14.9
	1-3 years	26	36.5
	3-5 years	15	20.3
	More than five years	22	29.7

Source: Author's Elaboration (2020)

**Table 3:** Summary of Leader's Profile

		Frequency	Percent (%)
		N= 82	
<b>Gender</b>	Male	42	51.2
	Female	40	48.8
<b>Age</b>	Under 26	8	9.8
	26 to 35	17	20.7
	36 to 45	23	28
	46 to 55	24	29.3
	56 to 65	10	12.2
<b>Education</b>	Some Collage, no degree	23	28
	Bachelor's Degree	34	41.5
	Master's Degree	17	20.7
	Doctoral Degree or Professional Degree	8	9.8
<b>Length of</b>	Less than one year	7	8.5
<b>Service</b>	1-3 years	18	22
	3-5 years	19	23.2
	More than 5 years	38	46.3

Source: Author's Elaboration (2020)

### 3.2 Reliability analysis

The reliability test indicates the consistency of the items being measured to understand if the analysis's construct is reliable. Several variables are measured by performing the reliability analysis, and the Cronbach Alpha value is shown, which ranges from 0 to 1. According to Sekaran (2003), a matter of 0.6 or less indicates unsatisfactory internal consistency reliability, while the value of 0.7 or more than 0.8 shows good consistency reliability. If alpha is too high (>0.95), it is suggested to reconsider some items in the analysis because they may be unessential since they are testing the same question but in a different way.

The reliability analysis is performed for the employee's and leader's answers regarding their leadership style perception. Firstly, the employee's questions were analyzed, and the reliability analysis was carried out. Based on the analysis's output, the first six items that measure the Transformational Leadership Style from an employee's point of view are reliable since the Cronbach Alpha value is 0.819 and is an excellent reliable result. The second variable is Transactional Leadership Style, which includes six items, but since the reliability analysis of this construct was not so high, it was preferable to exclude one item, which is *"The leader urges the employees to perform the functions strictly according to the position requirements and nothing more,"* to get a good Cronbach Alpha value that is 0.672. The third variable is Laissez-Faire Leadership styles, which contains five items, and the Cronbach Alpha value is 0.897, which is a perfect reliable result.

The dependent variable is Employee Organizational Commitment, and it is divided into three scales, affective, normative, and continuance dimensions composed of 6 items each. Starting from the first one, it has been revealed that while performing the reliability analysis, the Affective commitment scales are not reliable; thus, three items have been excluded from getting an excellent reliable result that is 0.820. The three items excluded are *"This organization has a great deal of personal meaning for me,"* *"I really feel as if this organization's problems are my own,"* *"I would be very happy to spend the rest of my career in this organization."* Continuance Commitment Items are reliable since the Cronbach Alpha is 0.746. Normative Commitment Items were not so reliable; thus, two items have been excluded in order to get a good reliable result that is 0.646. The two items excluded are *"I do not feel any obligation to remain with my organization"* and *"Even if it were to my advantage, I do not feel it would be right to leave."* The last variable is the Satisfaction with my Supervisor Scale, which includes 18 items; the Cronbach Alpha of this construct is very high and good 0.936.

The reliability analysis was carried out for Transformational, Transaction, and Laissez-Faire Leadership Style Items, but from a leader's perspective. Transformational Leadership Style Items are reliable, but in order to get a better result, three items have been excluded. The items excluded are *"I talk optimistically about the future,"* *"I go beyond self-interest for the good of the group,"* and *"I consider the moral and ethical consequences of decisions,"* and Cronbach Alpha is 0.746. Transactional Leadership Style Items are reliable, but in order to get a better and more reliable result, one item has been excluded, which is *"I urge the employees to perform the functions strictly according to the position requirements and nothing more,"* and Cronbach Alpha is 0.773. Laissez-Faire Leadership Style Items are reliable; Cronbach Alpha is 0.857.

For a better understanding, in Annex 5, more precise and concise information about reliability analysis can be found and explained in different tables.

**Table 4:** Summary of Reliability Analysis

<b>Variables</b>	<b>Numbers of Items</b>	<b>Numbers of Items deleted</b>	<b>Cronbach's Alpha</b>
Transformational Leadership Style	6	0	0.819
Transactional Leadership Style	6	1	0.672
Laissez-Faire Leadership Style	6	1	0.897
Affective Commitment	6	3	0.820
Continuance Commitment	6	0	0.746
Normative Commitment	6	2	0.646
Satisfaction	18	0	0.936

Source: Author's Elaboration (2020)

### **3.3 Descriptive Statistics of Leadership Styles, Employee Commitment and Satisfaction**

In this subchapter, descriptive statistics were carried out, and it was used to determine the mean, standard deviation, and other information based on the employee's perception of leadership style, their commitment, and satisfaction with their supervisor. The table below includes the mean and the standard deviation of the three leadership styles (Transformational, Transactional, and Laissez-Faire), three employee commitments (Affective, Normative, and Continuance), the last variable, which is

Satisfaction with the supervisor. A complete and more exhaustive explanation can be found in Annex 6.

**Table 5:** Descriptive Statistics of Leadership Styles, Employee Commitment and Satisfaction of Employee

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Transformational Leadership Style	4.38	0.83
Transactional Leadership Style	4.00	0.92
Laissez Faire Leadership Style	1.84	1.07
Affective Commitment	2.16	1.20
Continuance Commitment	3.13	1.20
Normative Commitment	3.48	1.03
Satisfaction	3.83	1.01

Source: Author's Elaboration (2020)

The overall respondents of all these variables are 74 since the leader's answers have been excluded at this point in order to consider only the employee's point of view. As the table above shows, the mean and the standard deviation of all these variables varies among them. Starting with leadership styles, the Transformational Leadership Style has the highest mean, which is 4.38 compared with Transactional 4 and Laissez-Faire Leadership Style 1.84, and the standard deviation value nearly 1. According to Bass and Avolio (1993), the suggested score means for the Transformational Leadership Style is three or higher, and by this, a leader is considered very effective. Based on the result obtained, the mean score of Transformational Leadership Style is more than 3; thus, in this perspective, leaders are very effective according to the employee's perception. The suggested score for Transactional Leadership Style is two, based on Bass and Avolio's (1993) theory. Based on the result obtained, the mean score of Transactional Leadership is higher than the one suggested by the author. The last one is Laissez-faire leadership style, and the mean is 1.84 with a standard deviation of 1.07, which is higher than the score mean suggested by the author, which is 1.0 with a standard deviation of 0.0.

Transformational Leadership Style has the highest mean compared with other styles. Based on the employee's perception, leaders are considered very effective. They share and sell the vision to the

employees; they inspire and motivate the workers, talking optimistically about the future. Conversely, some of the employees perceive the leader as a transactional leader, in which the relationship between employee and the leader is based on an effort-reward approach. The transactional leader recognizes and clarifies duties, responsibilities, and activities that have to be accomplished. Laissez-Faire Leadership style score means is higher than the score means suggested by the authors, and the standard deviation is higher either. Some of the employees do not consider the leader as a person who avoids making decisions, waits for the events to go bad before making decisions, or takes care of the organization's everyday activities without making any future plans. Therefore, the standard deviation is high in this case, and this can be explained by the fact that some of the answers given are spread out differently. Thus, some employees provided different answers to the Laissez-Faire construct; therefore, some employees consider the leader a Laissez-Faire leader. In conclusion, employees perceived the Transformational Leadership Style ( $M= 4.38$ ) to be the most relevant one, compared with the Transactional Leadership Style ( $M=4.00$ ) and Laissez-Faire Leadership style ( $M= 1.84$ ).

In addition to the means and standard deviation of leadership styles, employee commitment is taken into consideration. Affective Commitment has a score mean of 2.16 and a standard deviation of 1.20; Continuance Commitment has a score mean of 3.13 and 1.20, and Normative Commitment a score mean of 3.48 and 1.03 (Annex 6). The items of affective commitment are formulated negatively. Considering the score mean, which is  $M=2.16$ , some of the employees feel emotionally attached to the organization, feels like part of the family, and feel a strong sense of belonging to the company. Therefore, the standard deviation is higher than 1. It means that the answers given for this variable are spread out and do not fit into the normality curve; thus, some employees gave different answers. Continuance commitment means score is 3.13, with a standard deviation of 1.20. This result can be explained by the fact that some employees consider staying in the organization as a matter of necessity, considering that leaving a company right now would be a disaster, bearing in mind that leaving the company would mean having few options for a new job. Another segment of employees does not agree with this since the standard deviation is higher than 1. Normative Commitment has the highest mean score compared with the others, which is 3.48, with a standard deviation of 1.03. The results revealed that some of the employees stay in the company because they feel obligated to stay, and they would feel guilty to leave just because it is not the right thing to do. In contrast, another segment of employees has slightly different ideas about it.

The last variable taken into consideration is Satisfaction with the supervisor. Based on the result,



satisfaction has a very high score mean, which is 3.83, almost four; by this, most of the employees consider their supervisor very productive and effective. In particular, the employee sees the supervisor as a person who sets clear business goals, gives credits and explicit instruction, understands the problems, and tries to figure it out every time, helping the subordinates reach the goal and any other benefits.

### 3.4 Comparison between Leader and Employee Answers on Leadership Styles

In this subchapter, the leader and employee responses regarding leadership styles are shown and interpreted. The means and the standard deviation are presented and compared (Table 6). As table 6 shows, the means and standard deviation of leaders and employees are compared to see if the employee perceives the leader in the same or different way as the leader does for his/her self. In the next table, the correlation between the variables is performed.

**Table 6:** Leader and Employee Answers to Leadership Styles

<b>Variables</b>	<b>Participants</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Transformational Leadership Style	Employees	74	4.38	0.83
	Leaders	82	<b>4.40</b>	0.73
Transactional Leadership Style	Employees	74	4.00	0.92
	Leaders	82	<b>4.29</b>	0.91
Laissez-Faire Leadership Style	Employees	74	1.84	1.07
	Leaders	82	<b>1.67</b>	0.88

Source: Author's Elaboration (2020)

The table shown above indicates how the leader perceives his/her leadership style and, on the other side, how the employees perceive the leadership style based on mean and standard deviation. The first variable, Transformational Leadership Style, shows a very high mean for both employees (M= 4.38) and leaders (M= 4.40). The result obtained can be explained by the fact that employees consider the leader mostly as a Transformational Leader, and at the same time, leaders consider his/her self in the same way. The second variable, Transactional Leadership Style, shows a very high mean for both employees (M=4.00) and leaders (M=4.29), but slightly less than the Transformational Leadership Style. Thus, according to the values, the majority of employees perceive the leader as a Transformational Leader, following up with a Transactional leader. The last variable, Laissez-Faire Leadership Style, has to be taken into account as well. The items related to the outstanding variable are formulated negatively; therefore, the value is very low. The majority of employees and leaders chose the minimum value that corresponds to 1 or 2 and stands for “strongly disagree or disagree.” This value states that the majority of employees do not perceive the leader as a Laissez-Faire Leader and the same for the leaders. Therefore, the standard deviation is relatively high. It means that the answers given to the outstanding question are different, so some employees considered the leader as a Laissez-Faire leader. Some leaders did not answer in the same way. Therefore, the value has to be considered partially true.

From the values obtained from the employees and leaders (Table 6), it is possible to deduce that in Italian tourism companies' the prevailing leadership style is Transformational Leadership Style following up with Transactional and Laissez-Faire Leadership Style. The slight difference present in the mean can be explained by the fact that leaders and employees have their own perceptions of the variable.

### **3.5 Hypothesis testing**

In the previous chapter, the mean and standard deviation results have shown and demonstrated the similarity and the differences between the employee's answers on the leadership style dimension and the one provided by the leader. In this chapter, correlation analysis between leadership style, employee commitment, and satisfaction are carried out. In order to investigate if there is a relationship between these variables, a two-tailed Pearson correlation analysis was performed and explained.

When performing a correlation analysis, the first important step is to look at the significance value, which should be  $p < 0.05$ , in order to have a significant result. If the p-value is higher than 0.05, there is no relationship between the variables. It has been revealed that weak correlation ranges between 0 and 0.4, a moderate correlation ranges between 0.4 and 0.6, a strong correlation ranges between 0.6 and 0.8, and a very strong correlation between 0.8 and 1.

According to the model of the research, different hypotheses are proved:

**H1:** A transformational leadership style is positively related to employee affective commitment.

**H2:** A transactional leadership style is positively related to employee continuance commitment

**H3:** A transformational leadership style is positively related to employee normative commitment

**H4:** A laissez-faire leadership style is negatively related to employee affective commitment

**H5:** A transformational leadership style is positively related to employee continuance commitment

**H6:** Satisfaction with an immediate supervisor is positively related to employee affective commitment

**H7:** Satisfaction with an immediate supervisor is positively related to employee normative commitment

**Table 7:** Correlation Analysis between Leadership Style and Employee Commitment

<i>Employee commitment Leadership styles</i>	Affective Commitment	Continuance Commitment	Normative Commitment
Transformational Leadership Style	-0,165	<b>0.230*</b>	<b>0.297*</b>
Transactional Leadership Style		0.112	
Laissez-Faire Leadership Style	0.160		

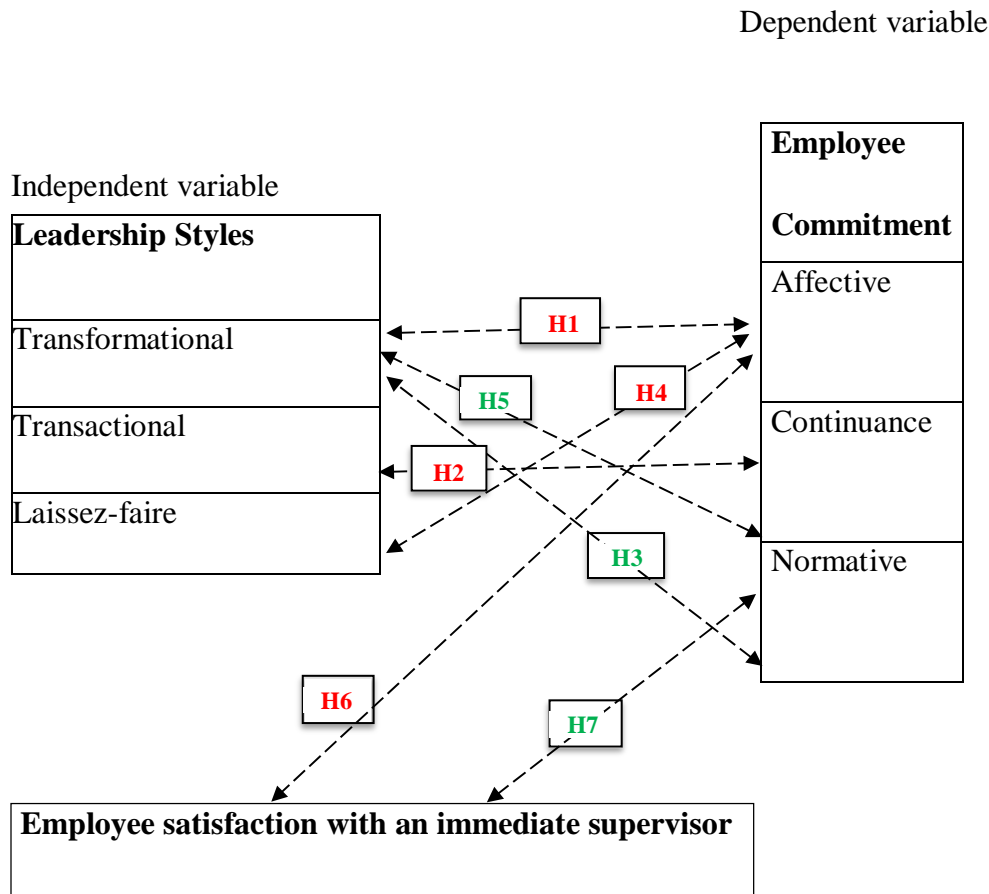
Source: Author's Elaboration (2020)

**Table 8:** Correlation Analysis between Satisfaction with the Supervisor and Employee Commitment

<i>Satisfaction and Employee Commitment</i>	Affective Commitment	Normative Commitment
Satisfaction with the Supervisor	-0.185	<b>0.497*</b>

Source: Author's Elaboration (2020)

As tables 7 and 8 show, the correlation analysis between the variables indicates that some hypotheses are rejected while others are accepted based on their coefficient and significant value. While performing the correlation analysis, different results have been obtained, and one of the main factors which could imply the rejection of the hypotheses could be explained by the fact that the number of respondents was not very high and additional answers couldn't be obtained in the research due to the Covid-19 situation. The hypotheses result is shown and discussed below:



**Figure 3:** Hypothesis tested

Source: Author’s Elaboration (2020)

In figure 3, the hypotheses shown are tested, and different results are obtained. The hypotheses highlighted with green color (H3, H5, H7) are accepted while the one with red color (H1, H2, H4, H6) are rejected.

**H1:** A transformational leadership style is positively related to employee affective commitment.

**H1:** Is rejected; there is no relationship between transformational leadership style and affective

commitment. The first hypothesis is rejected because the significance value is higher than 0.05. The p-value is 0.161; therefore, the hypothesis cannot be accepted or proved because it is statistically insignificant (Annex 7 Table 31).

**H2:** A transactional leadership style is positively related to employee continuance commitment

**H2:** Is rejected; there is no relationship between transactional leadership style and employee continuance commitment. Contrary to the expectations, the second hypothesis has to be rejected either because the p-value is higher than 0.05; therefore, the hypothesis cannot be proved or accepted (Annex 7 Table 32).

**H3:** A transformational leadership style is positively related to employee normative commitment

**H3:** Is accepted, there is a positive relationship between transformational leadership style and employee normative commitment. The third hypothesis states that there is a positive relationship between Transformational Leadership Style and Employee Normative Commitment. The p-value is 0.010, and the correlation coefficient is 0.297, which means that the result obtained is statistically significant (Annex 7 Table 33).

**H4:** A laissez-faire leadership style is negatively related to employee affective commitment

**H4:** Is rejected; there is no relationship between laissez-faire leadership style and employee affective commitment. The table above shows no relationship between Laissez-Faire Leadership Style and Affective Commitment since the p-value is higher than 0.05 (Annex 7 Table 34).

**H5:** A transformational leadership style is positively related to employee continuance commitment

**H5:** Is accepted, there is a positive relationship between transformational leadership style and employee continuance commitment. The table above shows that there is a positive relationship between Transformational Leadership Style and Continuance Commitment. Therefore, the hypothesis is accepted (Annex 7 Table 35).

The remaining two hypotheses concern another variable, which is satisfaction with the supervisor. The hypotheses are tested and shown.

**H6:** Satisfaction with an immediate supervisor is positively related to employee affective commitment.

**H6:** Is rejected; there is no relationship between Satisfaction with the supervisor and affective commitment. There is no correlation between Satisfaction with the supervisor and affective commitment because the p-value is higher than 0.05 (Annex 7 Table 36).

**H7:** Satisfaction with an immediate supervisor is positively related to employee normative commitment

**H7:** Is accepted; there is a positive relationship between Satisfaction with the supervisor and Normative commitment. There is a positive and moderate relationship between satisfaction with the supervisor and normative commitment. Thus, the hypothesis is proved (Annex 7 Table 37).

The results obtained in the correlation analysis highlight various aspects inherent to the variables taken into consideration. This analysis revealed that transformational leadership style is the only variable that has a relationship with continuance commitment and normative commitment. The result obtained correspond to Bycio et al.'s Theory in Bill Luton's book (1995), which states that transformational leadership style compared to the other variables is the only one which can have an impact or relationship on employee commitment. Therefore, in this research, the result obtained can be interpreted in different ways.

In particular, the relationship between transformational leadership style and continuance commitment can be linked to external and situational factors. For instance, based on the employee's perception, leaders are considered very effective. They share the vision and sell the vision to the employees; they inspire and motivate the workers, talking optimistically about the future, while employee considers their commitment in the organization in a positive way, they are happy to be in the company, but this happiness can be linked to a situational factor, in which the employee prefers to stay in the company because he/she knows that will not be able to find work elsewhere, or there are few alternatives to consider, especially in the current situation.

The situational factor mentioned can be linked to the current situation that the whole world is experiencing: the Covid-19. Since Italy's tourism sector was one of the most affected sectors by the virus, the employee's commitment to the organization can be explained differently. Therefore, it could be that the employee's answer related to the continuance commitment might be affected by the circumstances. By this, it means that some employees are happy to stay in the company and they would never leave the organization, but at the same time, this statement can be explained by an additional reason, which is the pandemic situation that affects the worker in the current situation. While the relationship between transformational leadership style and normative commitment can be explained by the fact that an employee feels obligated to stay in the company, but at the same time, this obligation has nothing to do with the desire to be in the organization and his happiness to be in the workplace. The last significant result concern the relationship between satisfaction with the supervisor and normative commitment.

To investigate if there is an impact of the independent variable on the dependent variable, the regression analysis is performed and discussed in the next chapter. The variables with a p-value lower or equal to 0.05 are taken into consideration in the study.

### **3.6 Regression Analysis**

In this chapter, the regression analysis between transformational leadership style, employee commitment, and satisfaction is carried out. In linear regression, models of unknown parameters are estimated based on the data using linear functions. In order to run the regression analysis, it is essential to verify if the p-value shown in the correlation analysis is lower than 0.05; thus, it is significant; otherwise, there is no meaning to perform regression analysis.

In the present research, there is an independent variable, leadership style, and a dependent variable, which is Employee commitment. Its relationship is mediating by another variable that is satisfaction with the supervisor. In order to investigate if there is a direct or indirect effect between the variables and if the mediation exists, the regression analysis is carried out. As it was established during the correlation analysis, the variables considered have a p-value lower than 0.05.

Therefore, the mediating variable is Satisfaction with the supervisor, the dependent variable is Normative Commitment, and the independent variable is Transformational Leadership Style. While performing mediation analysis is very important to analyze all the paths. The first path, named path “a,” regards the independent variable and the mediator's impact. This step is crucial because if there is no significant value, there is no mediator effect, but only a direct effect.

**Table 9:** Impact of the independent variable on the mediating variable

Outcome Variable:							
Satisfaction with the supervisor							
Model Summary							
	<b>R</b>	<b>R-Square</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
	0.382	0.1459	0.5208	12.3012	1	72	<b>0.0008</b>
Model	coeff	se	t	p	LLCI	ULCI	
Constant	2.0184	0.5369	3.7592	0.0003	0.9481	3.0887	
Transform	0.4133	0.1178	3.5073	0.0008	0.1784	0.6483	
Standardized coefficients							
	coeff						
Transform	0.382						

Source: Author's Elaboration (2020)

Table 9 shows the impact of the independent variable on the mediating variable since the p-value is lower than 0.05. The coefficient is equal to 0.4133, which fits into the bootstrap interval. Therefore, the influence of the transformational leadership style on satisfaction is proved, and it exists.

In the next table, the second path named “b” is performed, and it regards the effect of the mediating variable on the dependent variable.

**Table 10:** Impact of the mediating variable on the dependent variable

Outcome Variable:							
Normative Commitment							
Model Summary							
	<b>R</b>	<b>R-Square</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
	0.5104	0.2605	0.5521	12.5074	2	71	<b>0.0001</b>
Model	coeff	se	t	p	LLCI	ULCI	
Constant	0.9951	0.6046	1.6458	0.1042	-0.2105	2.2008	
Transform	0.1494	0.1313	1.1377	0.2591	-0.1124	0.4112	
Satisf	0.4934	0.1213	4.0664	0.0001	0.2515	0.7354	
Standardized coefficients							
	coeff						
Transform	0.1256						
Satisf	0.449						

Source: Author's Elaboration (2020)



Table 10 shows that there is a direct impact of the mediating variable on the dependent variable since the p-value is lower than 0.01 and the coefficient is equal to 0.4934, but there is no direct effect of the dependent variable (Normative Commitment) on the independent variable (Transformational Leadership Style) since the p-value is 0.2591.

**Table 11:** Direct and Indirect Effect of the Independent variable on the Dependent variable

Outcome Variable:							
Normative Commitment							
Model Summary							
	<b>R</b>	<b>R-Square</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
	0.2972	0.883	0.6713	6.9743	1	72	<b>0.0101</b>
Model	coeff	se	t	p	LLCI	ULCI	
Constant	1.9911	0.6096	3.2664	0.0017	0.7759	3.2062	
Transform	0.3533	0.1338	2.6409	0.0101	0.0866	0.62	
Standardized coefficients							
	coeff						
Transform	0.2972						

Source: Author's Elaboration (2020)

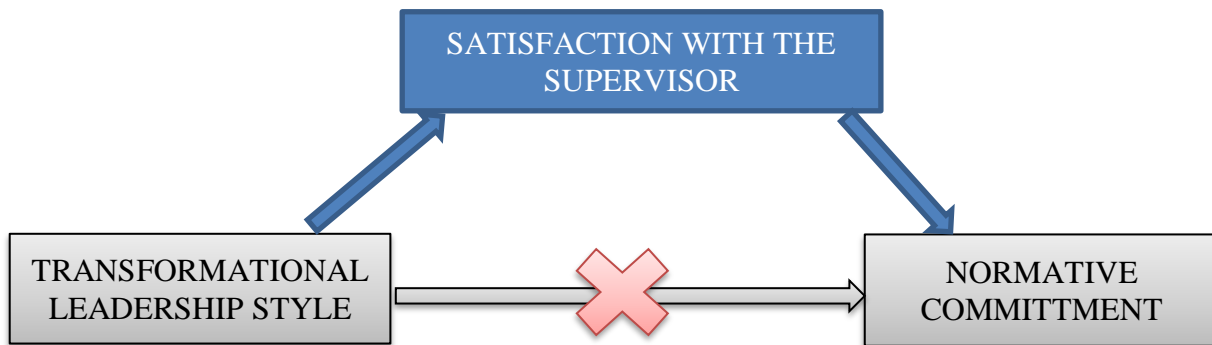
The total effect model is presented in Table 11. It shows that there is an impact of the independent variable on the dependent variable because the p-value is lower than 0.05. Therefore, this is the total effect model, which means that the direct and indirect effect is included. The previous table established that there was no direct effect between the independent and dependent variables.

**Table 12:** Total, Direct and Indirect effects of X on Y

	Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
	0.3533	0.1338	2.6409	<b>0.0101</b>	0.0866	0.62	0.4146	0.2972
Direct effect of X on Y								
	Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
	0.1494	0.1313	1.1377	<b>0.2591</b>	-0.1124	0.4112	0.1753	0.1256
Indirect effect (s) of X on Y:								
		Effect	BootSE	BootLLCI	BootULCI			
SATISFACTION		<b>0.204</b>	0.0737	<b>0.0598</b>	<b>0.3506</b>			

Source: Author's Elaboration (2020)

Table 12 shows that X's indirect effect on Y exists, and it is statistically significant. Therefore, it has been discovered that there is no direct impact of transformational leadership style on normative commitment but an indirect effect. The influence of the independent variable (Leadership Styles) on the dependent variable (Employee Commitment) is mediating by the mediator (Satisfaction with the supervisor).



**Figure 4:** Mediation

Source: Author's Elaboration (2020)

In figure 4, it has been proved that a regression analysis between these variables exists. But there is another variable which showed a relationship with transformational leadership style, which is continuance commitment (see Annex 8 Table 43). To understand if there is an impact of transformational leadership style on continuance commitment, regression analysis is performed and presented in Annex 8.

The Anova table (Table 43) shows that the p-value is 0.049, which is statistically significant, and it means that regression analysis between the variables exists. The table 56 presented in Annex 8 Table 44, which refers to the coefficient of determination (R-squared), revealed that the amount of variance considered in the relationship between the variables is very low since it is 0.053. R-squared ranges between 0 and 1, and it is considered acceptable when it is more than 20%. In this case, X can only explain 5% of Y, which is not so good. In the same table, the Durbin-Watson value is 1.480; thus, there is no autocorrelation.

Table 45 (Annex 8) shows the value of the impact of transformational leadership style on continuance commitment, which is equal to 0.230 (Standardized coefficient Beta) and VIF, which is one, and it means that there is no multicollinearity problem. There are no influential cases since the casewise diagnostics table did not appear in the regression analysis. In conclusion, it can be deduced from the results obtained that there is an impact of the independent variable on the dependent variable, but the influence one has on the other cannot be satisfactorily explained since only 5% is accounted in the relationship between the variables. Additional information can be found in Annex 8.

The research model applied in this research (Figure 2) has been tested in other countries and in different contexts. In particular, a research made by Bučiūnienė & Škudienė in 2008, in Lithuanian manufacturing companies investigated the impact of leadership styles on employees organizational commitment. Since the methodology of their research have been applied to this master thesis, the research model along with the hypotheses have been compared with this research.

According to their studies, it has been revealed that in Lithuanian manufacturing companies the relationship between leadership styles and employee commitment is very strong. In particular, transformational leadership style have the strongest correlation with affective commitment and the lowest but still strong with normative commitment. A weak correlation is found between transformational leadership style and continuance commitment. In this research, transformational leadership style is positively related with normative commitment and continuance commitment either, but there is no relationship with affective commitment. Employee satisfaction with the supervisor has a very strong correlation with affective and normative commitment, while in this study, the relationship is found only between satisfaction with the supervisor and normative commitment.

The findings of the research made by Bučiūnienė & Škudienė in Lithuanian manufacturing companies, compared with the Italian tourism firms, have similarities and differences. First of all, one of the main issues which occurred in the analysis of this research regards the small number of respondents which compared with other researches is less. This factor could imply the rejection of the hypotheses or more differences in results compared with other studies. Another factor that may have influenced the differences in results between these researches, is the study context and its culture. For instance, the Lithuanian and Italian context, the differences in culture between managers and employees in the workplace and the differences of the companies itself, may have influenced the

choices of the answer presented in the questionnaire. But, despite all the differences encountered in the comparison between these researches, similarities have been found. In fact, the three hypotheses showed in the figure 3, are proved and accepted in both researches.

## CONCLUSIONS AND RECOMMENDATIONS

1. The research aimed to investigate the impact of leadership styles on employees organizational commitment in Italian Tourism companies. More specifically, the purpose of the research aims to highlight and understand the emerging and the common leadership styles in several companies, and the impact of them on the employee organizational commitment. Based on the result obtained from the analysis, the conclusion of the research is presented along with some recommendations. The aim and objectives of the present research have been achieved and discussed in this chapter.

2. The concept of employee organizational commitment, leadership styles, employee satisfaction and the relationship between these variables has been studied and analyzed from different perspectives and different context. First of all, the concept of employee organizational commitment was analyzed along with its dimensions such as affective, normative, and continuance commitment, and different leadership styles were explored either. In the literature analysis, it has been revealed that affective commitment is the most significant dimension especially for the relationship between organizations and employees. The majority of the studies analyzed discovered a positive and strong relationship between affective commitment and transformational leadership style. In fact, many studies demonstrated that transformational leadership was the best-suited leadership style in order to increase the employee organizational commitment. Most of the studies have shown a positive connection between transformational and transactional leadership style, and usually a negative connection with laissez-faire leadership style and employees' organizational commitment.

3. The researches of employee commitment and leadership styles have been carried out in different countries and in different context, but very few studies have been done in the Italian tourism sector. Therefore, in this research, the influence and the relationship of leadership styles on employee commitment has been examined. Seven hypotheses have been tested in order to examine the relationship between leadership styles, employee commitment and employee satisfaction with the supervisor. According to the findings, transformational leadership style is the only variable that has a relationship with continuance commitment and normative commitment. The last hypothesis tested, revealed that satisfaction with the supervisor has a strong correlation with normative commitment. The regression analysis shows that there is an impact of Transformational Leadership Style on Normative Commitment, but this influence is mediating by Satisfaction with the supervisor. From the

result obtained from the employees and leaders answers, it is possible to deduce that in Italian tourism companies' the prevailing leadership style is Transformational Leadership Style following up with Transactional and Laissez-Faire Leadership Style. The slight difference present in the mean can be explained by the fact that leaders and employees have their own perceptions of the variable outstanding.

4. Based on the result achieved in this research, it can be suggested to all managers and employees of the Italian tourism companies an opportunity to grow, especially in the current situation, because only by growing constantly, it's possible to understand what can be improved for the company and for the staff, what can be the appropriate behaviors and attitude towards the employee, what can be changed and innovated. Although the transformational leadership style is the prevailing leadership style in the Italian tourism companies, according to the employees and leaders' point of view, and it has an impact on employee's commitment, it can be suggested maintaining this leadership style in order to keep the employees committed and emotionally attached to the organization. Regarding the transactional leadership style, it can be recommended to the leaders to motivate constantly the employees by setting goals and recognizing their efforts in order to reach the desired performance.

5. In future researches, it would be interesting to investigate more the outstanding areas by recurring with a longitudinal study that involves observations, interviews, and experiments in order to understand if the findings of the research are adequate to be supported in the current environment and if they differ over time.

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**The Impact of Leadership Styles on Employees Organizational Commitment in Italian  
Tourism Companies**

**Daniela Fedele**

**Master Thesis**

*Global Business and Economic Master Programme*

Faculty of Economics and Business Administration, Vilnius University

Supervisor Assoc. Prof. Roma Adomaitienė, Vilnius 2020

**SUMMARY**

110 pages, 59 tables, 4 figures, 161 references

The main purpose of this master thesis is to investigate the impact of leadership styles on employee organizational commitment in Tourism companies.

The thesis is divided into three chapters; literature review, research methodology, the analysis of the results and at the end conclusions and recommendations.

The literature analysis provides a broad descriptions of employee commitment and its dimensions, along with leadership styles description and an explanation of the relationship between these two variables.

The aim of the research is to investigate the impact of leadership styles on employee organizational commitment in Tourism companies, in particular, the investigation regards the travel agencies companies and includes leaders, employees, and supervisors as a selected target. More specifically, the purpose of the research aims to highlight and understand the emerging and the common leadership styles in several companies, and the impact of them on the employee organizational commitment. In order to measure the impact of leadership styles on employees organizational commitment, a quantitative research method, questionnaire survey, is used for conducting the research and it includes managers and employees from different tourism companies as a sample size. Data was collected, coded, and analyzed using a statistical technique, the SPSS programme. The reliability analysis was performed in order to determine the Cronbach's Alpha coefficient, which indicates that the construct of the variables were reliable. Pearson's correlation was used in order to investigate the relationship between the variables, while, regression analysis was performed to investigate the impact of leadership styles on employee organizational commitment.

According to the findings, transformational leadership style is the only variable that has a relationship with continuance commitment and normative commitment and employee's satisfaction with the supervisor has a strong correlation with normative commitment. The regression analysis shows that there is an impact of Transformational Leadership Style on Normative Commitment, but this influence is mediating by Satisfaction with the supervisor. The research revealed that in Italian tourism companies' the prevailing leadership style is Transformational Leadership Style following up with Transactional and Laissez-Faire Leadership Style.

The conclusions and recommendations part include the main ideas and concept of literature analysis and conclusive part of the research results accompanied by some suggestions. The author suggests to all managers of Italian tourism companies to maintain the prevailing leadership style from the research, which is transformational leadership style, in order to keep the employees committed and emotionally attached to the organization, as an opportunity to grow.

## Lyderystės stilių poveikis darbuotojų organizaciniam įsipareigojimui Italijos turizmo įmonėse

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### **SANTRAUKA**

110 puslapiai, 59 lentelės, 4 skaičiai, 161 nuorodos

Pagrindinis šio magistro darbo tikslas yra ištirti vadovavimo stilių įtaką darbuotojų organizaciniam įsipareigojimui turizmo įmonėse.

Darbas suskirstytas į tris skyrius; literatūros apžvalga, tyrimo metodika, rezultatų analizė, pabaigoje išvados ir rekomendacijos.

Literatūros analizėje pateikiami platūs darbuotojų įsipareigojimų ir jų aspektų aprašymai, vadovavimo stilių aprašymas ir šių dviejų kintamųjų sąsajų paaiškinimas.

Tyrimo tikslas yra ištirti vadovavimo stilių įtaką darbuotojų organizaciniam įsipareigojimui turizmo įmonėse, visų pirma tyrime laikomos kelionių agentūrų įmonės ir vadovai, darbuotojai ir vadovai įtraukiami kaip pasirinktas tikslas. Konkrečiau, tyrimo tikslas yra išryškinti ir suprasti atsirandančius bei įprastus vadovavimo stilius keliose įmonėse ir jų įtaką darbuotojų organizaciniam įsipareigojimui. Siekiant įvertinti vadovavimo stilių įtaką darbuotojų organizaciniam įsipareigojimui, tyrimui atlikti naudojamas kiekybinis tyrimo metodas, anketinė apklausa, į kurią įtraukiami vadovai ir darbuotojai iš skirtingų turizmo įmonių. Duomenys buvo renkami, koduojami ir analizuojami naudojant statistinę techniką SPSS programą. Patikimumo analizė buvo atlikta siekiant nustatyti Cronbacho alfa koeficientą, kuris rodo, kad kintamųjų konstrukcija buvo patikima. Pearsono koreliacija buvo naudojama siekiant tirti kintamųjų ryšį, o regresijos analizė buvo atlikta siekiant ištirti vadovavimo stilių poveikį darbuotojų organizaciniam įsipareigojimui.

Remiantis išvadomis, transformacinis vadovavimo stilius yra vienintelis kintamasis, turintis ryšį su tęstinumo įsipareigojimu ir normatyviniu įsipareigojimu, o darbuotojo pasitenkinimas vadovu turi



stiprią koreliaciją su norminiu įsipareigojimu. Regresijos analizė rodo, kad transformacinio vadovavimo stilius turi įtakos normaliam įsipareigojimui, tačiau ši įtaka yra tarpininkaujant pasitenkinimui vadovu. Tyrimas atskleidė, kad Italijos turizmo kompanijose vyraujantis vadovavimo stilius yra transformacinis lyderystės stilius, sekantis vadovaujantis sandorių ir Laissez-Faire lyderystės stiliumi.

Išvadų ir rekomendacijų dalyje pateikiamos pagrindinės literatūros analizės idėjos ir samprata, galutinė tyrimo rezultatų dalis kartu su keletu pasiūlymų. Autorius siūlo visiems Italijos turizmo kompanijų vadovams išlaikyti vyraujantį vadovavimo stilių iš tyrimo, kuris yra transformacinis vadovavimo stilius, siekiant išlaikyti darbuotojus atsidavusius ir emociškai prisirišusius prie organizacijos, kaip galimybę augti.

## ANNEXES

**Annex 1**  
**List of Questionnaires Items**

**Table 1:** Multifactor Leadership Questionnaire

<i>Original Items</i>	<i>Modified Items</i>
<p><b>Transformational Leadership Style:</b></p> <p>I go beyond self-interest for the good of the group</p> <p>I consider the moral and ethical consequences of decisions</p> <p>I talk optimistically about the future</p> <p>I reexamine critical assumptions to question whether they are appropriate</p> <p>I help others to develop their strengths</p> <p>the leader motivates the subordinates to actively work in the team</p> <p><b>Transactional Leadership Style:</b></p> <p>1) I make clear what one can expect to receive when performance goals are achieved.</p> <p>I keep track of all mistakes</p> <p>3) the leader urges the subordinates to perform the functions strictly according to the position requirements and nothing more</p> <p>4) the leader pays attention to the regulations that have to be observed</p> <p>the leader denotes the responsibilities of the subordinates.</p> <p>6) the leader consistently explains the way the activities have to be performed</p> <p><b>Laissez- Faire Leadership Style:</b></p> <p>I wait for things to go wrong before taking actions</p> <p>I avoid making decisions</p> <p>3) the leader does not encourage the subordinates to experiment and perform the tasks innovatively</p> <p>4) the leader takes care of the everyday activities in the organization, without making plans for the future</p> <p>5) the leader is out of reach when he is necessary</p>	<p>I motivate the subordinates to work actively in the team</p> <p>3) I urge the employees to perform the functions strictly according to the position requirements and nothing more</p> <p>I pay attention to the regulations that have to be observed</p> <p>I denote the responsibilities of the subordinates</p> <p>6) I consistently explain the way the activities have to be performed</p> <p>3) I don't encourage the employees to experiment and perform the tasks innovatively</p> <p>4) I take care of the everyday activities in the organization, without making any plans for the future</p> <p>5) I'm out of reach when my presence is necessary</p>

Source: Bass & Avolio (1995) and Irena Bakanauskiene and Edita Bartnikaite (2009) scales

**Table 2.** Organizational Commitment Questionnaire Items

<b>Affective Commitment</b>	<p>I would be very happy to spend the rest of my career in this organization</p> <p>I really feel as if this organization's problems are my own</p> <p>I do not feel like 'part of my family' at this organization</p> <p>I do not feel 'emotionally attached' to this organization</p> <p>This organization has a great deal of personal meaning for me</p> <p>I do not feel a strong sense of belonging to this organization</p>
<b>Continuance Commitment</b>	<p>It would be very hard for me to leave my job at this organization right now even if I wanted to much of my life would be disrupted if I leave my organization</p> <p>Right now, staying with my job at this organization is a matter of necessity as much as desire I believe I have too few options to consider leaving this organization</p> <p>One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere</p> <p>One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice</p>

<b>Normative Commitment</b>	I do not feel any obligation to remain with my organization  Even if it were to my advantage, I do not feel it would be right to leave This organization deserves my loyalty  I would feel guilty if I leave this organization now  I would not leave my organization right now because of my sense of obligation to it I owe a great deal to this organization
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Source: Author's elaboration of J.P. Meyer and N.J Allen's (1997)

**Table 3: SWMSS Questionnaire Items**

The way my supervisor listens when I have something important to say
The way my supervisor sets clear work goals
The way my supervisor treats me when I make a mistake
My supervisor's fairness in appraising my job performance
The way my supervisor is consistent in his or her behavior toward subordinates
The way my supervisor helps me to get the job done
The way my supervisor gives me credit for my ideas
The way my supervisor gives me clear instruction
The way my supervisor informs me about work changes ahead of time
The way my supervisor follows through to get problems solved
The way my supervisor understands the problems I might run into doing the job
The way my supervisor shows concern for my career progress
My supervisor's backing me up with other management
The frequency with which I get a pat on the back for doing a good job
The technical competence of my supervisors
The amount of time I get to learn a task before I'm moved to another task
The amount of time I have to do the job right
The way my job responsibilities are clearly defined

Source: Author's elaboration of Scarpello and Vandenberg's (1987)

## Annex 2

### Questionnaire for leaders

I'm a Global Business and Economics Master student studying at Vilnius University and I'm graduating in 2021. This questionnaire is designed to identify your leadership style based on the way you perceive it. Please fill the questions below marking for each question a number from 1 to 5 which goes from "Strongly disagree" to "Strongly agree". The answers will be used just for academic purposes and the results are evaluated anonymously. The questionnaire takes a maximum of 3 minutes. I would appreciate your help in this research and thank you in advance for your collaboration.

Use the following rating scale:

1 Strongly disagree 2 Disagree 3 Neither agree nor disagree 4 Agree 5 Strongly agree

- I go beyond self-interest for the good of the group.....1 2 3 4 5
- I consider the moral and ethical consequences of decisions.....1 2 3 4 5
- I talk optimistically about the future.....1 2 3 4 5
- I reexamine critical assumptions to question whether they are appropriate.....1 2 3 4 5
- I help others to develop their strengths.....1 2 3 4 5
- I motivate the subordinates to work actively in the team.....1 2 3 4 5
- I make clear what one can expect to receive when performance goals are achieved.....1 2 3 4 5
- I keep track of all mistakes.....1 2 3 4 5
- I urge the employees to perform the functions strictly according to the position requirements and nothing more.....1 2 3 4 5
- I pay attention to the regulations that have to be observed.....1 2 3 4 5
- I denote the responsibilities of the subordinates.....1 2 3 4 5
- I consistently explain the way the activities have to be performed.....1 2 3 4 5
- I wait for things to go wrong before taking actions.....1 2 3 4 5
- I avoid making decisions.....1 2 3 4 5
- I don't encourage the employees to experiment and perform the tasks innovatively.....1 2 3 4 5
- I take care of the everyday activities in the organization, without making any plans for the future.....1 2 3 4 5
- I'm out of reach when my presence is necessary.....1 2 3 4 5

## Questionnaire for leader in Italian

Sono una studentessa magistrale in Economia e Affari Globali che studia all'Università di Vilnius e il mio corso di studi terminerà a Gennaio 2021. Il seguente questionario è progettato per identificare il tuo stile di leadership in base al modo in cui lo percepisci. Si prega di compilare le domande sottostanti contrassegnando per ogni domanda un numero da 1 a 5 in base alla scala Likert a cinque punti 1 = Completamente in disaccordo 2 = In disaccordo 3 = Né d'accordo né in disaccordo 4 = D'accordo 5 = Pienamente d'accordo. Le risposte verranno utilizzate solo per scopi accademici e i risultati verranno valutati in modo anonimo. Il questionario richiede un massimo di 3 minuti. Apprezzerò il tuo aiuto in questa ricerca e ti ringrazio in anticipo per la tua collaborazione.

1. Vado oltre l'interesse personale per il bene del Gruppo.....1 2 3 4 5
2. Considero le conseguenze morali ed etiche delle decisioni.....1 2 3 4 5
3. Parlo con ottimismo del futuro.....1 2 3 4 5
4. Riesamino le ipotesi critiche per chiedersi se siano appropriate.....1 2 3 4 5
5. Aiuto gli altri a sviluppare i loro punti di forza.....1 2 3 4 5
6. Motivo i dipendenti a lavorare attivamente nel team.....1 2 3 4 5
7. Chiarisco che cosa ci si può aspettare di ricevere quando gli obiettivi di prestazione sono raggiunti.....1 2 3 4 5
8. Tengo traccia di tutti gli errori.....1 2 3 4 5
9. Esorto i dipendenti a svolgere le funzioni in relazione alla posizione e nient'altro.....1 2 3 4 5
10. Presto attenzione ai regolamenti da rispettare.....1 2 3 4 5
11. Indico le responsabilità dei dipendenti.....1 2 3 4 5
12. Spiego in modo coerente il modo in cui le attività devono essere svolte.....1 2 3 4 5
13. Attendo che le cose vadano male prima di agire.....1 2 3 4 5
14. Evito di prendere decisioni.....1 2 3 4 5
15. Non incoraggio i dipendenti a sperimentare e svolgere i compiti in modo innovative...1 2 3 4 5
16. Mi occupo delle attività quotidiane dell'azienda, senza fare progetti per il future.....1 2 3 4 5
17. Sono irraggiungibile quando la mia presenza è necessaria.....1 2 3 4 5

### **Annex 3**

#### **Questionnaire for Employees**

I'm a Global Business and Economics Master student studying at Vilnius University and I'm graduating in January 2021. The first part of this questionnaire is designed to understand and investigate the leader's behaviors and his/her style from your point of view. The second part regards your commitment within the organization and the last part regards your satisfaction with a supervisor. The answers will be used just for academic purposes and the results are evaluated anonymously. The questionnaire takes a maximum of 5 minutes. I would appreciate your help in this research and thank you in advance for your collaboration.

#### **Multifactor Leadership Style Questionnaire**

The first part of the questionnaire aims to understand the leadership style from an employee's perspective. The questions (1 - 17) are numbered from 1 to 5 according to the Five-point Likert scale 1=Strongly disagree 2= Disagree 3= Neither agree nor disagree 4= Agree 5= Strongly agree.

- The leader goes beyond self-interest for the good of the group.....1 2 3 4 5
- The leader considers the moral and ethical consequences of decisions.....1 2 3 4 5
- The leader talks optimistically about the future.....1 2 3 4 5
- The leader reexamines critical assumptions to question whether they are appropriate.....1 2 3 4 5
- The leader helps others to develop their strengths.....1 2 3 4 5
- The leader motivates the subordinates to work actively in the team.....1 2 3 4 5
- The leader makes clear what one can expect to receive when performance goals are achieved.....1 2 3 4 5
- The leader keeps track of all mistakes.....1 2 3 4 5
- The leader urges the employees to perform the functions strictly according to the position requirements and nothing more.....1 2 3 4 5
- The leader pays attention to the regulations that have to be observed.....1 2 3 4 5
- The leader denotes the responsibilities of the subordinates.....1 2 3 4 5
- The leader consistently explains the way the activities have to be performed.....1 2 3 4 5
- The leader waits for things to go wrong before taking actions.....1 2 3 4 5



- The leader avoids making decisions.....1 2 3 4 5
- The leader does not encourage the employees to experiment and perform the tasks innovatively.....1 2 3 4 5
- The leader takes care of the everyday activities in the organization, without making any plans for the future.....1 2 3 4 5
- The leader is out of reach when my presence is necessary.....1 2 3 4 5

### **Organizational Commitment Questionnaire (OCQ)**

The second part of this questionnaire regards your commitment within the organization and the questions (18 - 35) are numbered from 1 to 5 starting from 1=Strongly disagree 2= Disagree 3= Neither agree nor disagree 4= Agree to 5=Strongly agree.

- I would be very happy to spend the rest of my career in this organization.....1 2 3 4 5
- I really feel as if this organization's problems are my own.....1 2 3 4 5
- I do not feel like 'part of my family' at this organization.....1 2 3 4 5
- I do not feel 'emotionally attached' to this organization.....1 2 3 4 5
- This organization has a great deal of personal meaning for me.....1 2 3 4 5
- I do not feel a strong sense of belonging to this organization.....1 2 3 4 5
- It would be very hard for me to leave my job at this organization right now even if wanted to.....1 2 3 4 5
- Too much of my life would be disrupted if I leave my organization.....1 2 3 4 5
- Right now, staying with my job at this organization is a matter of necessity as much as desire.....1 2 3 4 5
- I believe I have too few options to consider leaving this organization.....1 2 3 4 5
- One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.....1 2 3 4 5
- One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.....1 2 3 4 5
- I do not feel any obligation to remain with my

organization.....	1 2 3 4 5
Even if it were to my advantage, I do not feel it would be right to leave.....	1 2 3 4 5
This organization deserves my loyalty.....	1 2 3 4 5
I would feel guilty if I leave this organization now.....	1 2 3 4 5
I would not leave my organization right now because of my sense of obligation to it.....	1 2 3 4 5
I owe a great deal to this organization.....	1 2 3 4 5

### **SWMSS Questionnaire**

Satisfaction with my Supervisor Scale questionnaire is used to measure your perception of supervisor's attitude critical to the employees' effective performance within his/her job role. The last part of the questionnaire includes 18 items (36 - 53) and responses to each item have been done according to the Five-point Likert scale 1= very dissatisfied 2= dissatisfied 3= neither satisfied nor dissatisfied 4=satisfied 5=very satisfied.

The way my supervisor listens when I have something important to say.....	1 2 3 4 5
The way my supervisor sets clear business goals .....	1 2 3 4 5
The way my supervisor treats me when I make a mistake .....	1 2 3 4 5
My supervisor's fairness in appraising my job performance .....	1 2 3 4 5
The way my supervisor is consistent in his or her behavior toward subordinates .....	1 2 3 4 5
The way my supervisor helps me to get the job done .....	1 2 3 4 5
The way my supervisor gives me credit for my ideas .....	1 2 3 4 5
The way my supervisor gives me clear instruction... ..	1 2 3 4 5
The way my supervisor informs me about work changes ahead of time.....	1 2 3 4 5
The way my supervisor follows through to get problems solved... ..	1 2 3 4 5
The way my supervisor understands the problems I might run into doing the job .....	1 2 3 4 5
The way my supervisor shows concern for my career progress.....	1 2 3 4 5
My supervisor's backing me up with other management .....	1 2 3 4 5

The frequency with which I get a pat on the back for doing a good job .....	1 2 3 4 5
The technical competence of my supervisor.....	1 2 3 4 5
The amount of time I get to learn a task before I'm moved to another task....	1 2 3 4 5
The amount of time I have for performing the task right.....	1 2 3 4 5
The way my job responsibilities are clearly defined .....	1 2 3 4 5

### **Questionnaire for Employees Italian version**

Sono una studentessa magistrale in Economia e Affari Globali che studia all'Università di Vilnius e il mio corso di studi terminerà a gennaio 2021. La prima parte del questionario è progettata per comprendere e indagare i comportamenti del leader e il suo stile dal tuo punto di vista. La seconda parte riguarda il tuo impegno all'interno dell'organizzazione e l'ultima parte riguarda la tua soddisfazione nei confronti del tuo supervisore. Le risposte verranno utilizzate solo per scopi accademici e i risultati verranno valutati in modo anonimo.

Il questionario richiede un massimo di 5 minuti. Apprezzerò il tuo aiuto in questa ricerca e ti ringrazio in anticipo per la tua collaborazione.

### **Multifactor Leadership Style Questionnaire**

La prima parte del questionario mira a comprendere lo stile di leadership dal punto di vista dei dipendenti.

Le domande (1 - 17) sono numerate da 1 a 5 secondo la scala Likert a cinque punti 1 = Completamente in disaccordo 2 = In disaccordo 3 = Né d'accordo né in disaccordo 4 = D'accordo 5 = Pienamente d'accordo.

1. Il leader va oltre l'interesse personale per il bene del gruppo.....	1 2 3 4 5
2. Il leader considera le conseguenze morali ed etiche delle decisioni.....	1 2 3 4 5
3. Il leader parla con ottimismo del futuro.....	1 2 3 4 5
4. Il leader riesamina le ipotesi critiche per chiedersi se siano appropriate.....	1 2 3 4 5
5. Il leader aiuta gli altri a sviluppare i loro punti di forza.....	1 2 3 4 5
6. Il leader motiva i dipendenti a lavorare attivamente nel team.....	1 2 3 4 5
7. Il leader chiarisce che cosa ci si può aspettare di ricevere quando gli obiettivi di prestazione sono raggiunti.....	1 2 3 4 5
8. Il leader tiene traccia di tutti gli errori.....	1 2 3 4 5

9. Il leader esorta i dipendenti a svolgere le funzioni in relazione alla posizione e  
nient'altro.....1 2 3 4 5
10. Il leader presta attenzione ai regolamenti da rispettare.....1 2 3 4 5
11. Il leader indica le responsabilità dei dipendenti.....1 2 3 4 5
12. Il leader spiega in modo coerente il modo in cui le attività devono essere svolte.....1 2 3 4 5
13. Il leader attende che le cose vadano male prima di agire.....1 2 3 4 5
14. Il leader evita di prendere decisioni.....1 2 3 4 5
15. Il leader non incoraggia i dipendenti a sperimentare e svolgere i compiti in modo  
innovative.....1 2 3 4 5
16. Il leader si occupa delle attività quotidiane dell'azienda, senza fare progetti per il  
futuro.....1 2 3 4 5
17. Il leader è irraggiungibile quando la sua presenza è  
necessaria.....1 2 3 4 5

### **Organizational Commitment Questionnaire**

La seconda parte del questionario riguarda il vostro impegno all'interno dell'organizzazione e le domande (18 - 35) sono numerate da 1 a 5 secondo la scala Likert a cinque punti 1 = Completamente in disaccordo 2 = In disaccordo 3 = Né d'accordo né in disaccordo 4 = D'accordo 5 = Pienamente d'accordo.

18. Sarei molto felice di trascorrere il resto della mia carriera lavorativa in questa  
organizzazione.....1 2 3 4 5
19. Sento che i problemi di questa organizzazione sono i miei propri.....1 2 3 4 5
20. Non mi sento parte della famiglia in questa organizzazione.....1 2 3 4 5
21. Non mi sento emotivamente attaccato a questa organizzazione.....1 2 3 4 5
22. Questa organizzazione ha un grande significato personale per me.....1 2 3 4 5
23. Non sento un forte senso di appartenenza a questa organizzazione.....1 2 3 4 5
24. Attualmente sarebbe molto difficile per me lasciare il mio posto di lavoro in questa  
organizzazione, anche se volessi  
farlo.....1 2 3 4 5
25. Lasciare il mio posto di lavoro sconvolgerebbe la mia vita.....1 2 3 4 5
26. Attualmente la mia permanenza all'interno dell'organizzazione è legata ad una questione di

- necessità.....1 2 3 4 5
27. Credo di avere poche alternative nel considerare di lasciare questa organizzazione.....1 2 3 4 5
28. Una delle conseguenze negative nel decidere di lasciare il mio posto di lavoro in questa organizzazione sarebbe la scarsità di alternative disponibili altrove.....1 2 3 4 5
29. Uno dei motivi principali per cui continuo a lavorare per questa organizzazione è che cercare un altro lavoro richiederebbe un considerevole sacrificio personale.....1 2 3 4 5
30. Non mi sento obbligato nel restare in questa organizzazione.....1 2 3 4 5
31. Anche se fosse a mio vantaggio lasciare l'organizzazione, non credo che sarebbe giusto farlo.....1 2 3 4 5
32. Questa organizzazione merita la mia lealtà.....1 2 3 4 5
33. Mi sentirei in colpa se lasciassi questa organizzazione ora.....1 2 3 4 5
34. Non vorrei lasciare il mio posto di lavoro in questo momento a causa del mio senso di obbligo che ho verso di essa.....1 2 3 4 5
35. Devo molto a questa organizzazione.....1 2 3 4 5

### **Satisfaction with my Supervisor Scale questionnaire**

L'ultima parte del seguente questionario viene utilizzato per misurare la percezione sull' atteggiamento del supervisore, critico per le prestazioni efficaci dei dipendenti all'interno dell'organizzazione. L'ultima parte del questionario include 18 domande ( 36 - 53 ) e le risposte sono numerate secondo la scala Five-point Likert 1= molto insoddisfatto 2= insoddisfatto 3= né soddisfatto né insoddisfatto 4=soddisfatto 5=molto soddisfatto

36. Il modo in cui il mio supervisore mi ascolta quando ho qualcosa di importante da dire...1 2 3 4 5
37. Il modo in cui il mio supervisore stabilisce chiari obiettivi di lavoro.....1 2 3 4 5
38. Il modo in cui il mio supervisore mi tratta quando commetto un errore.....1 2 3 4 5
39. Il grado di imparzialità del mio supervisore nel valutare le mie prestazioni di la.....1 2 3 4 5
40. Il modo in cui il mio supervisore è coerente nel suo comportamento nei confronti dei dipendenti.....1 2 3 4 5
41. Il modo in cui il mio supervisore mi aiuta a portare a termine il lavoro.....1 2 3 4 5
42. Il modo in cui il mio supervisore sostiene le mie idee.....1 2 3 4 5
43. Il modo in cui il mio supervisore mi dà istruzioni chiare.....1 2 3 4 5
44. Il modo in cui il mio supervisore mi informa sui cambiamenti di lavoro prima del dovuto.....1 2 3 4 5

45. Il modo in cui il mio supervisore mi assiste per risolvere un problema.....1 2 3 4 5
46. Il modo in cui il mio supervisore capisce i problemi che potrei riscontrare durante il lavoro.....1 2 3 4 5
47. Il modo in cui il mio supervisore si preoccupa per i miei progressi di carriera.....1 2 3 4 5
48. Il modo in cui il mio supervisore mi sostiene con altri dirigenti d'azienda.....1 2 3 4 5
49. La frequenza con cui ricevo un feedback positivo per aver svolto un buon lavoro.....1 2 3 4 5
50. Le competenze tecniche del mio supervisore.....1 2 3 4 5
51. Il tempo che ho a disposizione per lo svolgimento di un compito prima di iniziarne un altro.....1 2 3 4 5
52. Il tempo che ho a disposizione per eseguire correttamente l'operazione.....1 2 3 4 5
53. Il modo in cui le mie responsabilità lavorative sono chiaramente definite.....1 2 3 4 5

**Demographic Questions in Italian**

Domande demografiche (54 - 58)

54. Qual è il tuo sesso?

Maschio (1)

Femmina (2)

55. Qual' è la tua fascia d'età?

Meno di 26 anni (1)

26 a 35 (2)

36 a 45 (3)

46 a 55 (4)

56 a 65 (5)

66 anni o più (6)

56. Qual è il tuo stato civile?

Sposato/a (1)

Divorziato/a (2)

Vedovo/a (3)

Convivente (4)

Others (5)

57. Qual'è il tuo livello di istruzione più elevato?

Collage, nessuna laurea (1)

Laurea Triennale (2)

Laurea magistrale (3)

Dottorato o laurea professionale (4)

58. Da quanto tempo lavori per l'attuale organizzazione?

Meno di un anno (1)

1-3 anni (2)

3-5 anni (3)

Più di cinque anni (4)

**Demographic questions**

What is your gender?

Male (1)

Female (2)

What is your Age Group?

Under 26 (1)

26 to 35 (2)

36 to 45 (3)

46 to 55 (4)

56 to 65 (5)

66 or older (6)

What is your highest level of Education?

Some College, no degree (1)

Bachelor's degree (2)

Master's degree (3)

Doctorate degree or professional degree (4)

What is your marital status?

Married (1)

Divorced (2)

Widowed (3)

Cohabiting (4)

Others (5)

How long have you worked for the current organization?

Less than 1 year (1)

1-3 years (2)

3-5 years (3)

More than 5 years (4)



## Annex 4 Respondents Profile

**Table 4:** Employee's Respondents

		Statistics				
		Gender	Age	Marital status	Education	Working status
N	Valid	74	74	61	74	74
	Missing	6	6	19	6	6

Source: Taken from SPSS Output

**Table 5:** Employee's Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	48.8	52.7	52.7
	Female	35	43.8	47.3	100.0
	Total	74	92.5	100.0	
Missing	System	6	7.5		
Total		80	100.0		

Source: Taken from SPSS Output

**Table 6:** Employee's Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 26	12	15.0	16.2	16.2
	26 to 35	21	26.3	28.4	44.6
	36 to 45	29	36.3	39.2	83.8
	46 to 55	11	13.8	14.9	98.6
	56 to 65	1	1.3	1.4	100.0
	Total	74	92.5	100.0	
Missing	System	6	7.5		
Total		80	100.0		

Source: Taken from SPSS Output

**Table 7:** Employee's Education

		<b>Education</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Some Collage, no degree	18	22.5	24.3	24.3
	Bachelor's Degree	32	40.0	43.2	67.6
	Master's Degree	22	27.5	29.7	97.3
	Doctoral Degree or Professional Degree	2	2.5	2.7	100.0
	Total	74	92.5	100.0	
Missing	System	6	7.5		
Total		80	100.0		

Source: Taken from SPSS Output

**Table 8:** Employee's Working Status

		<b>Working status</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	11	13.8	14.9	14.9
	1-3 years	26	32.5	35.1	50.0
	3-5 years	15	18.8	20.3	70.3
	More than 5 years	22	27.5	29.7	100.0
	Total	74	92.5	100.0	
Missing	System	6	7.5		
Total		80	100.0		

Source: Taken from SPSS Output

**Table 9:** Leaders Respondents

		<b>Statistics</b>					
		Gender	Age	Marital status	Education	How long have you worked for the current organization?	How long have you worked on the current position?
N	Valid	82	82	77	82	82	82
	Missing	0	0	5	0	0	0

Source: Taken from SPSS Output

**Table 10:** Leader's Gender

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	51.2	51.2	51.2
	Female	40	48.8	48.8	100.0
	Total	82	100.0	100.0	

Source: Taken from SPSS Output

**Table 11:** Leader's Age

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 26	8	9.8	9.8	9.8
	26 to 35	17	20.7	20.7	30.5
	36 to 45	23	28.0	28.0	58.5
	46 to 55	24	29.3	29.3	87.8
	55 to 65	10	12.2	12.2	100.0
	Total	82	100.0	100.0	

Source: Taken from SPSS Output

**Table 12:** Leader's Education

		<b>Education</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Some Collage, no degree	23	28.0	28.0	28.0
	Bachelor's degree	34	41.5	41.5	69.5
	Master's degree	17	20.7	20.7	90.2
	Doctoral degree or professional degree	8	9.8	9.8	100.0
	Total	82	100.0	100.0	

Source: Taken from SPSS Output

**Table 13: Leader's Working Period****How long have you worked for the current organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	8.5	8.5	8.5
	1-3 years	18	22.0	22.0	30.5
	3-5 years	19	23.2	23.2	53.7
	More than 5 years	38	46.3	46.3	100.0
	Total	82	100.0	100.0	

**How long have you worked on the current position?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	8.5	8.5	8.5
	1-3 years	18	22.0	22.0	30.5
	3-5 years	17	20.7	20.7	51.2
	More than 5 years	40	48.8	48.8	100.0
	Total	82	100.0	100.0	

Source: Taken from SPSS Output

## Annex 5 Reliability Analysis

**Table 14:** Transformational Leadership Items (Employee)

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.819	6			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader goes beyond self-interest for the good of the group	21.91	8.936	.695	.765
The leader considers the moral and ethical consequences of decisions	21.97	8.712	.643	.777
The leader talks optimistically about the future	21.91	9.292	.552	.799
The leader reexamines critical assumptions to question whether they are appropriate	22.11	10.317	.489	.809
The leader helps others to develop their strengths	21.74	9.782	.642	.781
The leader motivates the subordinates to work actively in the team	21.78	10.035	.504	.807

Source: Taken from SPSS Output

**Table 15:** Transactional Leadership Items (Employee)

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.672	5			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader makes clear what one can expect to receive when performance goals are achieved	15.68	6.660	.312	.675
The leader keeps track of all mistakes	15.85	6.128	.468	.600
The leader pays attention to the regulations that have to be observed	16.04	6.670	.437	.617
The leader denotes the responsibilities of the subordinates	16.34	5.953	.511	.580
The leader consistently explains the way the activities have to be performed	15.93	6.694	.413	.626

Source: Taken from SPSS Output

**Table 16:** Laissez Faire Leadership Items (Employee)

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.897	5			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader waits for things to go wrong before taking actions	7.35	12.834	.713	.885
The leader avoids making decisions	7.46	13.375	.800	.864
The leader does not encourage the employees to experiment and perform the tasks innovatively	7.49	13.240	.830	.858
The leader takes care of the everyday activities in the organization, without making any plans for the future	7.15	13.745	.747	.875
The leader is out of reach when my presence is necessary	7.42	14.000	.663	.893

Source: Taken from SPSS Output

**Table 17:** Affective Commitment Items

<b>Reliability Statistics</b>		
Cronbach's Alpha	N of Items	
.820	3	

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I do not feel like 'part of my family' at this organization	4.39	4.379	.709	.715
I do not feel 'emotionally attached' to this organization	4.42	4.219	.788	.630
I do not feel a strong sense of belonging to this organization	4.19	5.388	.539	.878

Source: Taken from SPSS Output

**Table 18:** Continuance Commitment Items

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.746	6			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
It would be very hard for me to leave my job at this organization right now even if I wanted to	15.30	17.719	.407	.730
Too much of my life would be disrupted if I leave my organization	15.50	18.637	.308	.755
Right now, staying with my job at this organization is a matter of necessity as much as desire	16.14	18.447	.366	.739
I believe I have few options to consider leaving this organization	15.65	15.820	.645	.665
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	15.50	14.747	.683	.648
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	15.97	15.835	.511	.702

Source: Taken from SPSS Output

**Table 19:** Normative Commitment Items

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.646	4			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
This organization deserves my loyalty	9.84	6.631	.387	.615
I would feel guilty if I leave this organization now	10.78	4.391	.491	.533
I would not leave my organization right now because of my sense of obligation to it	11.04	4.697	.493	.528
I owe a great deal to this organization	10.18	5.982	.380	.609

Source: Taken from SPSS Output

**Table 20: Satisfaction with My supervisor Items****Reliability Statistics**

Cronbach's Alpha	N of Items
.936	18

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The way my supervisor listens when I have something important to say	64.96	143.272	.703	.931
The way my supervisor sets clear business goals	65.09	139.457	.706	.931
The way my supervisor treats me when I make a mistake	65.16	149.891	.374	.938
My supervisor's fairness in appraising my job performance	65.26	148.248	.440	.937
The way my supervisor is consistent in his or her behavior toward subordinates	65.20	139.178	.751	.930
The way my supervisor helps me to get the job done	64.92	142.706	.711	.931
The way my supervisor gives me credit for my ideas	65.14	145.187	.583	.934
The way my supervisor gives me clear instruction	64.88	142.793	.782	.930
The way my supervisor informs me about work changes ahead of time	65.24	138.433	.714	.931
The way my supervisor follows through to get problems solved	64.95	141.340	.717	.931
The way my supervisor understands the problems I might run into doing the job	65.11	141.988	.759	.930
The way my supervisor shows concern for my career progress	65.28	141.329	.679	.932
My supervisor's backing me up with other management	65.11	140.865	.761	.930
The frequency with which I get a pat on the back for doing a good job	65.26	142.330	.624	.933
The technical competence of my supervisor	64.97	138.602	.783	.929
The amount of time I get to learn a task before I'm moved to another task	65.27	147.871	.448	.937
The amount of time I have for performing the task right	65.03	147.780	.511	.935
The way my job responsibilities are clearly defined	65.03	145.670	.635	.933

Source: Taken from SPSS Output



**Table 21:** Transformational Leadership Style Items (Leader)**Reliability Statistics**

Cronbach's Alpha	N of Items
.746	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I reexamine critical assumptions to question whether they are appropriate	8.93	1.600	.548	.691
I help others to develop their strengths	8.76	1.718	.578	.658
I motivate the subordinates to work actively in the team	8.76	1.545	.594	.635

Source: Taken from SPSS Output

**Table 22:** Transactional Leadership Style Items (Leader)**Reliability Statistics**

Cronbach's Alpha	N of Items
.773	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I make clear what one can expect to receive when performance goals are achieved	17.18	8.398	.464	.757
I keep track of all mistakes	17.22	6.914	.579	.720
I pay attention to the regulations that have to be observed	17.20	7.023	.594	.713
I denote the responsibilities of the subordinates	17.15	7.065	.652	.693
I consistently explain the way the activities have to be performed	17.01	8.185	.444	.763

Source: Taken from SPSS Output

**Table 23:** Laissez Faire Leadership Style Items (Leader)

<b>Reliability Statistics</b>				
Cronbach's Alpha	N of Items			
.857	5			

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I wait for things to go wrong before taking actions	6.71	8.382	.644	.834
I avoid making decisions	6.73	7.902	.807	.792
I don't encourage the employees to experiment and perform the tasks innovatively	6.65	7.787	.771	.800
I take care of the everyday activities in the organization, without making any plans for the future	6.61	8.833	.491	.875
I'm out of reach when my presence is necessary	6.77	8.551	.674	.827

Source: Taken from SPSS Output

## Annex 6

### Descriptive Statistics of Leadership Styles, Employee Commitment and Employee Satisfaction

**Table 24:** Transformational Leadership Style (Employee)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The leader goes beyond self-interest for the good of the group	74	2	5	4.38	.855
The leader considers the moral and ethical consequences of decisions	74	2	5	4.31	.950
The leader talks optimistically about the future	74	1	5	4.38	.917
The leader reexamines critical assumptions to question whether they are appropriate	74	2	5	4.18	.747
The leader helps others to develop their strengths	74	2	5	4.54	.725
The leader motivates the subordinates to work actively in the team	74	2	5	4.50	.798
Valid N (listwise)	74				

Source: Taken from SPSS Output

**Table 25:** Transactional Leadership Style (Employee)

Descriptive Statistics			
	N	Mean	Std. Deviation
The leader makes clear what one can expect to receive when performance goals are achieved	74	4.28	1.000
The leader keeps track of all mistakes	74	4.11	.959
The leader pays attention to the regulations that have to be observed	74	3.92	.840
The leader denotes the responsibilities of the subordinates	74	3.62	.961
The leader consistently explains the way the activities have to be performed	74	4.03	.860
Valid N (listwise)	74		

Source: Taken from SPSS Output

**Table 26:** Laissez-Faire Leadership Style (Employee)

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
The leader waits for things to go wrong before taking actions	74	1.86	1.209
The leader avoids making decisions	74	1.76	1.031
The leader does not encourage the employees to experiment and perform the tasks innovatively	74	1.73	1.024
The leader takes care of the everyday activities in the organization, without making any plans for the future	74	2.07	1.025
The leader is out of reach when my presence is necessary	74	1.80	1.072
Valid N (listwise)	74		

Source: Taken from SPSS Output

**Table 27:** Employee Affective Commitment

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
I do not feel like 'part of my family' at this organization	74	2.11	1.245
I do not feel 'emotionally attached' to this organization	74	2.08	1.214
I do not feel a strong sense of belonging to this organization	74	2.31	1.158
Valid N (listwise)	74		

Source: Taken from SPSS Output

**Table 28:** Employee Continuance Commitment

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
It would be very hard for me to leave my job at this organization right now even if I wanted to	74	3.51	1.173
Too much of my life would be disrupted if I leave my organization	74	3.31	1.170
Right now, staying with my job at this organization is a matter of necessity as much as desire	74	2.68	1.099
I believe I have few options to consider leaving this organization	74	3.16	1.159
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	74	3.31	1.281
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	74	2.84	1.345
Valid N (listwise)	74		

Source: Taken from SPSS Output

**Table 29:** Employee Normative Commitment

		<b>Statistics</b>			
		This organization deserves my loyalty	I would feel guilty if I leave this organization now	I would not leave my organization right now because of my sense of obligation to it	I owe a great deal to this organization
N	Valid	74	74	74	74
	Missing	82	82	82	82
Mean		4.11	3.16	2.91	3.77
Median		4.00	3.50	3.00	4.00
Mode		4	4	2	4
Std. Deviation		.732	1.272	1.184	.944
Minimum		2	1	1	1
Maximum		5	5	5	5

Source: Taken from SPSS Output

**Table 30: Satisfaction with the supervisor**

		Statistics										
		The way my supervisor listens when I have something important to say	The way my supervisor sets clear business goals	The way my supervisor treats me when I make a mistake	My supervisor's fairness in appraising my job performance	The way my supervisor is consistent in his or her behavior toward subordinates	The way my supervisor helps me to get the job done	The way my supervisor gives me credit for my ideas	The way my supervisor gives me clear instruction	The way my supervisor informs me about work changes ahead of time	The way my supervisor follows through to get problems solved	The way my supervisor understands the problems I might run into doing the job
N	Valid	74	74	74	74	74	74	74	74	74	74	74
	Missing	82	82	82	82	82	82	82	82	82	82	82
Mean		3.97	3.84	3.77	3.68	3.73	4.01	3.80	4.05	3.69	3.99	3.82
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4	4	4
Std. Deviation		.936	1.147	.987	.995	1.102	.958	.979	.874	1.193	1.027	.942
Minimum		1	1	1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5	5	5

The way my supervisor shows concern for my career progress	My supervisor's backing me up with other management	The frequency with which I get a pat on the back for doing a good job	The technical competence of my supervisor	The amount of time I get to learn a task before I'm moved to another task	The amount of time I have for performing the task right	The way my job responsibilities are clearly defined
74	74	74	74	74	74	74
82	82	82	82	82	82	82
3.65	3.82	3.68	3.96	3.66	3.91	3.91
4.00	4.00	4.00	4.00	4.00	4.00	4.00
4	4	4	4	4	4	4
1.078	.998	1.099	1.091	1.011	.909	.878
1	1	1	1	1	1	1
5	5	5	5	5	5	5

Source: Taken from SPSS Output

## Annex 7 Correlation Analysis

**Table 31:** Correlation Analysis between Transformational Leadership Style and Affective Commitment

		<b>Correlations</b>	
		TRANSFORM employee	AFFECTIVCO MMITM
TRANSFORMemployee	Pearson Correlation	1	-.165
	Sig. (2-tailed)		.161
	N	74	74
AFFECTIVCOMMITM	Pearson Correlation	-.165	1
	Sig. (2-tailed)	.161	
	N	74	74

Source: Taken from SPSS Output

**Table 32:** Correlation Analysis between Transactional Leadership Style and Continuance Commitment

### Correlations

		<b>Correlations</b>	
		TRANSACTIONAL employee	CONTINUANCE CECOMM
TRANSACTIONALemployee	Pearson Correlation	1	.112
	Sig. (2-tailed)		.342
	N	74	74
CONTINUANCECECOMM	Pearson Correlation	.112	1
	Sig. (2-tailed)	.342	
	N	74	74

Source: Taken from SPSS Output

**Table 33:** Correlation Analysis between Transformational Leadership Style and Normative Commitment

		TRANSFORM employee	NORMATIVEC OMMITM
TRANSFORMemployee	Pearson Correlation	1	.297*
	Sig. (2-tailed)		.010
	N	74	74
NORMATIVECOMMITM	Pearson Correlation	.297*	1
	Sig. (2-tailed)	.010	
	N	74	74

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Taken from SPSS Output

**Table 34:** Correlation Analysis between Laissez-Faire Leadership Style and Affective Commitment

		LAISSEZFAIR Employee	AFFECTIVCO MMITM
LAISSEZFAIREemployee	Pearson Correlation	1	.160
	Sig. (2-tailed)		.173
	N	74	74
AFFECTIVCOMMITM	Pearson Correlation	.160	1
	Sig. (2-tailed)	.173	
	N	74	74

Source: Taken from SPSS Output

**Table 35:** Correlation Analysis between Transformation Leadership Style and Continuance Commitment

		TRANSFORM employee	CONTINUAN CECOMM
TRANSFORMemployee	Pearson Correlation	1	.230*
	Sig. (2-tailed)		.049
	N	74	74
CONTINUANCECOMM	Pearson Correlation	.230*	1
	Sig. (2-tailed)	.049	
	N	74	74

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Taken from SPSS Output



**Table 36:** Correlation Analysis between Satisfaction with the Supervisor and Affective Commitment

		SATISFACTIO N	AFFECTIVCO MMITM
SATISFACTION	Pearson Correlation	1	-.185
	Sig. (2-tailed)		.115
	N	74	74
AFFECTIVCOMMITM	Pearson Correlation	-.185	1
	Sig. (2-tailed)	.115	
	N	74	74

Source: Taken from SPSS Output

**Table 37:** Correlation Analysis between Satisfaction and Normative Commitment

		SATISFACTIO N	NORMATIVEC OMMITM
SATISFACTION	Pearson Correlation	1	.497**
	Sig. (2-tailed)		.000
	N	74	74
NORMATIVECOMMITM	Pearson Correlation	.497**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

Source: Taken from SPSS Output

## Annex 8 Regression Analysis

**Table 38:** Impact of the independent variable on the mediating variable from SPSS

```
*****
OUTCOME VARIABLE:
SATISF

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .3820   .1459   .5208   12.3012   1.0000   72.0000   .0008

Model
      coeff      se      t      p      LLCI      ULCI
constant   2.0184   .5369   3.7592   .0003   .9481   3.0887
TRANSFOR    .4133   .1178   3.5073   .0008   .1784   .6483

Standardized coefficients
      coeff
TRANSFOR    .3820

*****
```

Source: Taken from SPSS

**Table 39:** Impact of the mediating variable on the dependent variable from SPSS

```
*****
OUTCOME VARIABLE:
NORMATIV

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .5104   .2605   .5521   12.5074   2.0000   71.0000   .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant   .9951   .6046   1.6458   .1042   -.2105   2.2008
TRANSFOR    .1494   .1313   1.1377   .2591   -.1124   .4112
SATISF     .4934   .1213   4.0664   .0001   .2515   .7354

Standardized coefficients
      coeff
TRANSFOR    .1256
SATISF     .4490

*****
```

Source: Taken from SPSS Output

**Table 40:** Direct and Indirect Effect of the Independent variable on the Dependent variable from SPSS

```
***** TOTAL EFFECT MODEL *****
OUTCOME VARIABLE:
  NORMATIV

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .2972    .0883    .6713    6.9743    1.0000    72.0000    .0101

Model
      coeff      se      t      p      LLCI      ULCI
constant    1.9911    .6096    3.2664    .0017    .7759    3.2062
TRANSFOR     .3533    .1338    2.6409    .0101    .0866    .6200

Standardized coefficients
      coeff
TRANSFOR     .2972
```

Source: Taken from SPSS Output

**Table 41:** Total, Direct and Indirect effects of X on Y

```
***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c_ps      c_cs
      .3533      .1338    2.6409    .0101    .0866      .6200      .4146      .2972

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_ps      c'_cs
      .1494      .1313    1.1377    .2591    -.1124     .4112      .1753      .1256

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
SATISF     .2040      .0737      .0598      .3506

Partially standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
SATISF     .2393      .0846      .0727      .4073

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
SATISF     .1715      .0667      .0449      .3072

***** ANALYSIS NOTES AND ERRORS *****
```

Source: Taken from SPSS Output

**Table 42:** Continuance Commitment and Transformational Leadership Style Correlation

		Correlations	
		CONTINUANCE COMM	TRANSFOR
Pearson Correlation	CONTINUANCECOMM	1.000	.230
	TRANSFOR	<b>.230</b>	1.000
Sig. (1-tailed)	CONTINUANCECOMM	.	<b>.024</b>
	TRANSFOR	<b>.024</b>	.
N	CONTINUANCECOMM	74	74
	TRANSFOR	74	74

Source: Taken from SPSS Output

**Table 43:** ANOVA Regression Analysis

Model		ANOVA <sup>a</sup>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.002	1	4.002	4.023	<b>.049<sup>b</sup></b>
	Residual	71.610	72	.995		
	Total	75.611	73			

a. Dependent Variable: CONTINUANCECOMM

b. Predictors: (Constant), TRANSFOR

Source: Taken from SPSS Output

**Table 44:** Coefficient of determination

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.230 <sup>a</sup>	<b>.053</b>	.040	.997	1.480

a. Predictors: (Constant), TRANSFOR

Source: Taken from SPSS Output

**Table 45:** Regression Analysis

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.794	.742		2.417	<b>.018</b>		
	TRANSFOR	.327	.163	<b>.230</b>	2.006	<b>.049</b>	1.000	1.000

a. Dependent Variable: CONTINUANCECOMM

Source: Taken from SPSS Output

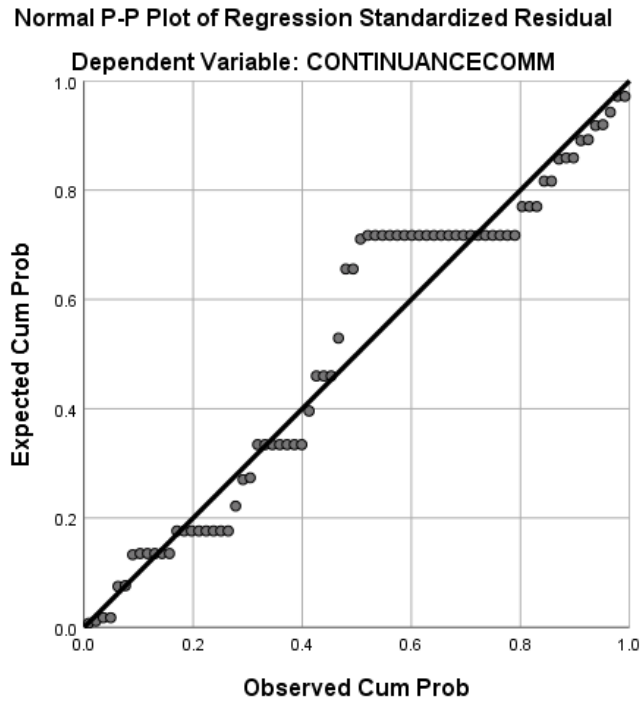
**Table 46:** Residual Statistics

	Residuals Statistics <sup>a</sup>				
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.45	3.43	3.26	.234	74
Std. Predicted Value	-3.488	.698	.000	1.000	74
Standard Error of Predicted Value	.116	.423	.155	.055	74
Adjusted Predicted Value	2.33	3.48	3.26	.243	74
Residual	-2.427	1.900	.000	.990	74
Std. Residual	-2.433	1.905	.000	.993	74
Stud. Residual	-2.458	1.925	.001	1.007	74
Deleted Residual	-2.477	1.939	.002	1.019	74
Stud. Deleted Residual	-2.551	1.962	-.002	1.019	74
Mahal. Distance	.000	12.167	.986	2.023	74
Cook's Distance	.000	<b>.151</b>	.015	.024	74
Centered Leverage Value	.000	.167	.014	.028	74

a. Dependent Variable: CONTINUANCECOMM

Source: Taken from SPSS Output

**Table 47:** P-Plot of Regression Standardized Residual



Source: Taken from SPSS Output