TRANSPERSONAL LEADERSHIP (TL) INFLUENCE ON ORGANIZATIONAL COMMITMENT (OC): MEDIATING MODEL OF PSYCHOLOGICAL EMPOWERMENT

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Abstract

This study explores transpersonal leadership (TL) and organizational commitment (OC) within nursing profession in Pakistan, also considering the psychological empowerment (PE) mediating role. In Pakistan, the shortage of nursing professionals poses a significant challenge to the healthcare system, impacting the quality and accessibility of patient care. Data collected from nursing staff in Peshawar District hospitals are analyzed using CFA. The study found that transformational leadership psychological empowerment and organizational commitment all strongly associated. Moreover, study also contributes novel insights into psychological empowerment indirect relationship among transformational leadership and organizational commitment. It highlights significance of fostering supportive and empowering work environment through transformational leadership practices to enhance employee commitment. The implications for healthcare organizations include promoting transformational leadership to cultivate psychological empowerment, leading to increased organizational commitment, improved performance, and overall success.

Keywords*: Psychological Empowerment, Organizational Commitment, Transformational Leadership, Social Exchange Theory, Nursing Professional*

Introduction

Nursing professionals are considered significant assets in the hospital sector (Ying et al., 2023), including administration, manufacturing, etc. Nursing requires strong leadership skills to

manage and guide a team of healthcare professionals effectively. In Pakistan, nurses must be more capable of fulfilling healthcare responsibilities and requirements (Hussain et al., 2020). This shortage of nursing professionals in Pakistan poses a serious challenge to the healthcare system, affecting the quality and accessibility of patient care (Omer et al., 2021). The government and healthcare organizations address this issue by implementing strategies to attract more individuals to the nursing profession and provide better support and opportunities for career growth. The dedication of nurses is crucial to delivering excellent patient care and guaranteeing the efficient operation of healthcare institutions (Al-Haroon & Al-Qahtani, 2020). With an adequate number of nurses, hospitals in Pakistan could meet the healthcare needs of committed nurses. Transformational leadership inspires and motivates followers to outperform their self-interests and advance the the organization's goals (Jnaneswar & Ranjit, 2020). The best transformational leaders create compelling visions, communicate them clearly, and support and guide their team members individually. Several nurses were motivated and committed to achieving organizational goals through transformational leadership.

Hence, positive transformational leadership attitude consequence results in organizational commitment (Kim et al., 2021). According to research, transformational leadership have positive influence on OC. TL for example, may result in lower levels of commitment since it primarily rewards or punishes employees for their performance rather than inspiring and motivating them. A laissez-faire approach can lead to a lack of direction and support, negatively impacting commitment. OC refers to employees' degree of engagement and dedication toward their employers. Transformational leadership can foster a strong sense of OC by inspiring and motivating employees.

In contrast, laissez-faire and transactional leadership may undermine commitment by focusing on rewards rather than providing support. Also linked to this leadership style is prior research on TL, which has found a positive relationship and PE, which describes employees' confidence, autonomy, and ability to contribute meaningfully. Therefore, positive transformational leadership not only directly influences organizational commitment but also indirectly through its impact on psychological empowerment. It is suggested that transformational leadership creates a vision for the organization, effectively provides desired expectations, and overcomes nurses' issues.

Even though prior research discovered that transformational leadership leads to increased commitment (Kim et al., 2021), researchers are still in the queue to enhance the concerned relationships by introducing more constructed relationships. In this study, the researcher aims to introduce new constructs as mediators, such as psychological empowerment. Additional research is required to investigate precise processes by which transformational leadership influences psychological empowerment and how these factors impact organizational commitment. Additionally, examining the role of other potential mediators in this relationship would offer a more perspective on the complex dynamics at play. Such research can contribute to developing leadership strategies and interventions that promote organizational commitment and enhance employee well-being.

This research presents novel concepts mediating TL and OC, such as psychological empowerment (Monje-Amor et al., 2021). Also, the study improves knowledge of how TL affects OC and to guide the development of successful leadership techniques that promote psychological empowerment. The research outcomes indicate that it would benefit businesses to cultivate and endorse transformational leadership practices that facilitate psychological empowerment. By doing so, organizations can enhance employee well-being and increase organizational commitment.

Literature Reviews

The principle of social exchange theory (Rawashdeh & Tamimi, 2020) posits that employees require social interchange to achieve optimal work performance. According to social exchange theory, employees establish a mutually beneficial relationship with their organization, in which they trade resources, such as their effort and loyalty, in return for incentives, such as recognition and career advancement. Transformational leadership can cultivate a favorable social exchange by establishing a friendly and empowering work environment by emphasizing employees' inspiration and motivation. Consequently, this might enhance employees' dedication to the organization as they think their efforts are appreciated and compensated. The transformational leadership method fosters employee motivation and engagement by generating supportive and, empowered environment. It is aligned with the principles of social exchange theory, which emphasizes the reciprocal relationship between employees and the business. Within this relationship, employees

engage in a common trade of their exertion and allegiance in return for acknowledgement and career advancement prospects. Moreover, psychological empowerment and fulfilling the psychological contract significantly mediate the connection between transformative leadership and organizational commitment. These structures contribute to employees' view of their efforts being esteemed and remunerated, consequently augmenting their dedication to the organization and overall welfare.

TL and OC

Organizational commitment (OC) describes person's affiliation with and participation in organization. OC measures an individual's level of attachment to their place of employment (Lee et al., 2000). According to researchers ' findings, organizational commitment has been found to confer numerous advantages not just on personnel but also on organizations (Aboramadan et al., 2020). Research by Mahmood Aziz et al. (2021) discovered that increasing commitment increases job stability, career progression opportunities, and worker rewards. In a variety of settings, researchers have explored connection between TL and OC (Aboramadan et al., 2020). However, various studies have reached different conclusions (Lee et al., 2000; Aboramadan et al., 2020). Study investigating by Jnaneswar and Ranjit (2020) indicates transformational leadership has the potential to be a determining factor in organizational commitment among personnel working in Pakistani banks. Those who follow a leader capable of transformation can maximize their potential and gain a voice in policymaking (Al-Hadrawi et al., 2023). Their employees are motivated to engage, resulting in staff commitment (Massoudi et al., 2020). Managers who consider the demands and recognize attempts to apply new techniques to solve challenges can encourage their employees. Therefore, we proposed:

Hypothesis 1: Transformational Leadership Positively Impacts OC

TL and PE

Employee empowerment has been extensively investigated in various situations and settings over the last twenty years. These settings and contexts include organizations that deal with information technology, academics (Saira et al., 2021), and other sectors. According to Stanescu

et al. (2021), PE refers "increased intrinsic motivation manifested in four cognitions reflecting an individual's orientation towards his or her work role: competence, impact, meaning, and self-determination." When firms give their employees more responsibility and flexibility, they can increase the value of the products and services they provide to their customers (Schermuly & Meyer, 2020). This is accomplished through the empowerment of employees. The concept of PE has been proposed as a significant component that differentiates the TL style from other styles of leadership (Al-Hadrawi et al., 2023). Therefore, the transformational leadership style can predict psychological empowerment. Several studies (Saira et al., 2021; Jnaneswar & Ranjit, 2020) have demonstrated a considerable beneficial association between TL and PE. So, hypothesize:

Hypothesis 2: Tl is Positively Related to PE

Psychological Empowerment as a Mediator

By inspiring and motivating individuals to attain their greatest potential, transformational leadership can promote organizational psychological empowerment (Minai et al., 2020). TL is described by a charismatic and visionary leadership style, allowing them to establish a supportive and empowering work environment. This environment allows employees to feel appreciated and respected, and they are encouraged to take ownership of their work. This helps cultivate a sense of competence, autonomy, and self-efficacy, which ultimately results in enhanced levels of psychological empowerment and increased commitment (Mahmood Aziz et al., 2021). The implementation of transformative leadership within an organization, on the other hand, can be fraught with difficulties. One of the challenges that leaders have is the requirement that they continually exhibit charismatic and visionary abilities. This kind of leadership necessitates continuous inspiration and motivation that must be maintained.

Furthermore, not all employees may respond positively to transformational leadership. This is because some employees prefer a leadership approach that is more transactional or directive. When effectively implementing and maintaining transformational leadership practices, organizations need to provide training and support to their leaders. PE became the crucial mediator between TL and TL, which has been proven via several research that were conducted in the past. In light of these findings, it is essential to cultivate a supportive and empowering work environment

by implementing transformational leadership practices. This is done to enhance employees' psychological empowerment and, eventually, increase their commitment. Hence, it proposed that:

Hypothesis 3: Psychological Empowerment Mediates TL and OC

Research Methods

The research concentrated on nursing staff of the hospitals in the Peshawar District. It is made up of almost three large hospitals. The participants were guaranteed the anonymity of their answers, and the data collection was self-administered. Self-administration facilitates the researcher's ability to verify that participants are providing their answers following appropriate clarification and comprehension of the material. This investigation used a convenience sampling strategy. 330 of the 618 surveys that were distributed were returned. A small number of the returned questionnaires had multiple responses and were only half completed; these were eliminated. 299 were utilized for survey. Surveys were carried out in the Urdu language of instruction because Pakistani hospital nurses are fluent in the language. Before the questionnaire was a cover letter outlining the reason for the visit. The district health authority provided ethical approval. Study's goals and objectives were clarified to respondents. The respondents were guaranteed data confidentiality, and their participation was voluntary.

Measures Scale

TL

The measurement of TL was measured via an eleven-item scale (Jnaneswar & Ranjit, 2020). Sample items included "My supervisor treats staff as individuals, providing support and encouragement for their development" and "My supervisor promotes innovative problem-solving by encouraging new perspectives and questioning assumptions." The Cronbach's alpha coefficient was .70.

Organizational Commitment

The organizational commitment questionnaire was derived from the works of (Massoudi et al., 2020). The scale had five things. The examples include the statement, "I would be content to continue working at my organization until my retirement." Cronbach's alpha was .76.

PE

PE was measured using a scale derived from (Monje-Amor et al., 2021). The questionnaire comprises 12 items, such as "I possess the autonomy to determine my work approach" and "I enjoy substantial opportunities for independence and freedom in performing my job." The variable's Cronbach's alpha coefficient was 0.86.

Results

Descriptive Analysis

Table 1 displays the demographic variables descriptive statistics. However, correlation between PE & OC ($r = 0.67^{**}$) was found significant. TL was found to be significantly correlated to PE ($r = 0.57^{**}$) and OC ($r = 0.52^{**}$). '

Table 1 Descriptive Analysis

Items	M	S.D	1	2	3	4	5	6
Gender	1.47	0.50	1					
Marital-status	1.35	0.49	0.21 **	1				
Age (Years)	2.06	0.93	0.072	0.21 **	1			
TL	4.16	1.54	−0.043	0.018	−0.06	(0.70)		
PE	2.57	0.74	0.014	0.064	0.011	0.575 **	(0.86)	
OC	2.57	0.78	0.010	0.019	0.019	0.529 **	0.67 **	(0.76)

Confirmatory Factor Analysis

To determine which measurement model would be most appropriate, several confirmatory factor analyses were carried out before testing the hypotheses (Brown & Moore, 2012). With a chi-square ($\chi 2$) value of 842.52, a coefficient of determination (CFI) of 0.947, t- a t-value of 0.931, and an RMSEA of .057, the proposed model demonstrated an exceptional level of model fit. Additionally, the factor loadings of every indication loaded heavily, and the values of these loadings were high enough to exceed 0.50. Taking everything into consideration, the results of the CFA check that the model possesses sufficient validity (Table 2).

Table 2 CFA

	χ^2	RMSEA	CFI	TLI
TL	842.52	0.057	0.947	0.931
OC	1207.24	0.079	0.857	0.828
PE	1663.43	0.094	0.746	0.721
Model fit	1929.31	0.129	0.685	0.624

Mediation Analysis

Mediating Effect of Psychological Empowerment

At long last, mediation was put to the test, with significance of indirect effect being considered, suggested by Preacher & Hayes (2008). The authors of this work began by applying four conditions that were proposed by Barron and Kenny (1986). Subsequently, we bootstrapped the sample distribution to investigate the importance of the indirect effect. According to the findings, the indirect impact of TL on OC also proved significant (Sobel-Z =.1611**). The bootstrap consequence on a 95% confidence level doesn't contain zero (LLCI= .1238, ULCI = .2036). This was the case for all confidence intervals. In light of this, the findings supported 3 hypotheses.

Table 3. Mediation Testing

Relationship	B	S. E	t	P	LLCI	ULCI
TL-OC=Total effect	0.2686	0.0250	10.7420	0.0000	0.2194	0.3178
TL - PE	0.2764	0.0228	12.1056	0.0000	0.2315	0.3213
PE - OC	0.5829	0.0539	10.8139	0.0000	0.4768	0.6889
TL-OC-PE: Direct	0.1075	0.0259	4.1490	0.0000	0.0565	0.1585

TL Indirect Influence on OC Through PE

Values	SE	(95%) LLCI	(95%) ULCI
0.1611	0.0203	0.1238	0.2036

Discussion

Using the underlying role of PE, the current study observed the connection between TL and OC. Within the context of the demographic that was being targeted, our objective was to broaden the scope of the positive impact that the TL boss has on level of dedication displayed by nurses who are working among them. Our research led to the discovery of significant discoveries that were analyzed via the prism of the social exchange theoretical framework.

As a first point of interest, the findings provided evidence of the direct connection between transformative leadership and organizational commitment. Specifically, it has been discovered that TL is a catalyst for OC in organizational and cultural contexts. Consistent with the findings of prior research (Al-Haroon & Al-Qahtani, 2020). The study discovered a favorable connection between TL and OC. The ability to inspire their followers, encourage and support innovation, show individual consideration, and model the desired behaviours are all ways that transformational leaders can instil a sense of commitment in their followers. According to the SET approach, leaders are responsible for giving followers the reward required to participate in positive outcomes to

achieve their goals. The followers, therefore, place a higher degree of intrinsic value on aim attainment, which creates an overall commitment to fulfilling universally shared corporate visions. This is one of the ways that TL results in higher intrinsic value.

The psychological empowerment role has been utilized in order to extend the direct link that exists among TL. Without PE, the effects of TL may be limited to inspiring and motivating employees. However, when psychological empowerment is incorporated, it allows individuals to feel autonomy and control and increase engagement, job happiness, and efficiency. In light of the findings, transformational leaders encourage psychological empowerment as a vehicle for explanation. Moreover, psychological empowerment is an essential component in increasing OC. This would accomplished by nursing staff supervisors by implementing a TL style.

Conclusions

Results indicate that TL and PE influence nurses' organizational commitment levels. Specifically, the purpose was to evaluate TL's influence on nurses' organizational commitment by examining empowerment. Supervisors should have positive relations with subordinates in order to improve the psychological empowerment of subordinates. The hospital management should also improve the leadership abilities of team staff members. This will allow them to have a good influence on the attitudes of their subordinates. We aim for future researchers to expand upon this work by investigating various moderators linking TL to OC, like motivation, self-efficacy, etc. CMV may have a problem because data collected from single source. Therefore, in order to further increase the rigour and authenticity of findings, it is advised that longitudinal designs and data from a greater number of sources (i.e., supervisors) be utilized.

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