Abstract

Although studies suggest that transformational leaders have a profound impact on followers (Dvir, Eden, Avolio & Shamir, 2002), followers who exhibit transformational characteristics and their effect on other followers remain unexplored. The effect that followers have on each other can influence job/school satisfaction, self-efficacy, self-esteem, and organizational identification, as has been shown with transformational leaders and followers (Shamir, House, & Arthur, 1993; Bartram & Casimir, 2006).

Using Transformational Leadership Theory (Bass, 1985; Burns, 1978), this study looks at the relationships between transformational leadership, self-esteem, self-efficacy, and organizational identification. This leadership style is grounded on four components: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration.

Variables Under Study

Independent Variables: Transformational Leadership, Self-Esteem, and Self-Efficacy

Dependent Variable: Organizational Identification

Methods

Data Collection

Stratified sampling was conducted among college students and full-time employees through a Qualtrics online survey. A non-random sample was conducted through network sampling via Facebook and e-mails to UW-Eau Claire department chairs. Reminders about the survey were distributed via Facebook and e-mail.

Participants

- 154 respondents were full-time students; 80 were full-time employees.
- 87% of respondents were female; 13% of respondents were male.
- 62% of respondents were between 18-25 years old.

Instruments

Multifactor Leadership Questionnaire Form 5X (MFQ) (a=.90, M=143.07, SD=19.30)

Sample Question: “The person I am thinking of provides me assistance in exchange for my efforts.”

- 1-Frequently, if Not Always, 2- Fairly Often, 3-Sometimes, 4-Occasionally in a While, 5-Not at All

General Self-Efficacy Scale (GSE) (a=.85, M=34.12, SD=3.60)

Sample Question: “I can always manage to solve difficult problems if I try hard enough.”

- 1-Not at All True, 2-Hardly True, 3-Moderately True, 4-Exactly True

Organizational Identification Questionnaire (OIQ) (a=.91, M=33.25, SD=5.45)

Sample Question: “I often describe myself to others by saying I work for [organization] or I am from [organization].”

- 1-Strongly Agree, 2-Agree, 3-Neither Agree Nor Disagree, 4-Disagree, 5-Strongly Agree

Rosenberg’s Self-Esteem Scale (RSES) (a=.88, M=41.45, SD=6.14)

Sample Question: “I feel that I am a person of worth, at least on an equal plane with others.”

- 1-Strongly Agree, 2-Agree, 3-Neither Agree Nor Disagree, 4-Disagree, 5-Strongly Disagree

Research Questions & Results

RQ1: Is a student’s or employee’s organizational identification associated with a close peer’s transformational leadership?

There is a significant positive correlation between both a student’s and employee’s perception of a close peer’s transformational leadership behaviors and that student’s or employee’s sense of organizational identification (r = .38, p < .001).

RQ2: Is a student’s or employee’s organizational identification associated with a) self-efficacy and/or b) self-esteem?

a) There is a significant positive correlation between both a student’s and employee’s self-efficacy and that student’s or employee’s organizational identification (r = .25, p < .01).

b) There is a significant positive correlation between both a student’s and employee’s self-esteem and that student’s or employee’s organizational identification (r = .38, p < .001).

RQ3: Does a) self-esteem and/or b) self-efficacy moderate the effect of transformational leadership on organizational identification?

Only self-efficacy was found to moderate the relationship between transformational leadership and organizational identification. See Table 1.

Implications

- Factors that affect organizational identification are important to understand because organizational identification is associated with job satisfaction, motivation and commitment (Jong & Gutteling, 2006); our results expand the existing knowledge base by introducing new variables that impact the strength of members’ organizational identification.

- Encouragement of transformational leadership behaviors on all hierarchical levels of an organization should result in the positive benefits of organizational identification.

- Companies and universities can increase organizational identification through the promotion of idea sharing among peers who display transformational leadership characteristics.

- Self-efficacy plays a significant role in moderating the relationship between interaction with a transformational peer and identification with one’s company or university. Future research should further explore the relationship between self-efficacy, transformational leadership, and organizational identification.

References


