

THE ROLE OF PSYCHOLOGICAL EMPOWERMENT AND VALUE CONGRUENCE IN MEDIATING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON FOLLOWER COMMITMENT IN AMERICAN CHURCHES

Roger J. Givens
Regent University, USA

The purpose of this research was to investigate the extent to which psychological empowerment and value congruence with the leader mediate the relationship between transformational leadership and follower commitment in American churches. Quantitative data from 250 leaders and followers from 5 American churches were collected utilizing four instruments that measured follower commitment, value congruence, transformational leadership characteristics, and psychological empowerment. The research results revealed that transformational leadership had a statistically significant relationship with follower's affective commitment and normative commitment and that these leadership behaviors accounted for 32.8% of the variance in the followers' affective commitment and 31.4% of the variance in the followers' normative commitment. The research results also reveal that psychological empowerment and value congruence partially mediated that relationship.

Transformational leadership has been positively associated with commitment to different types of organizations (Bono & Judge, 2003; Walumbwa & Lawler, 2003; Dumdum, Lowe, & Avolio, 2002; Lowe, Kroeck, & Sivasubramaniam, 1996; Koh, Steers, & Terborg, 1995). Bass and Avolio (1994), Yammarino, Spangler, and Bass (1993), and Avolio (1999) have provided several ways in which transformational leaders impact the commitment of followers. These researchers stated that encouragement of critical thinking, involvement with decision making, and the appreciation of the followers' needs are some ways transformational leaders influence follower commitment to the organization in a positive. Although a plethora of research has found that transformational leaders positively impact those they lead in a variety of organizations, empirical research demonstrating the influence of transformational leaders on followers in organizations whose members are engaged because of a strong sense of mission, such as American churches, is lacking. In these organizations, follower perceptions of their own empowerment to fulfill their mission at work and perceptions that their personal values are congruent with those of the

organization may have particularly strong effects. This study addresses the problem of follower commitment in American churches and seeks to explore the extent to which psychological empowerment and value congruence may mediate the relationship between leader style and follower commitment.

Psychological empowerment is a key component of transformational leadership in increasing the commitment of followers to the organization (Avolio, 1999; Bass, 1999; Yukl, 1998). Prior research has demonstrated that followers who are empowered display more commitment to the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Kraimer, Seibert, & Liden, 1999). If psychological empowerment does mediate the relationship between leader style and follower commitment, transformational leaders who practice psychological empowerment skills are provided with another tool by which leaders can work to enhance the commitment level of followers to the organization.

Personal and organizational values can have a profound impact on the behavior of employees. Prior research has shown that value congruence between the leader and the follower can help develop positive work attitudes (Posner, 1992) as well as lead to employee satisfaction and commitment (Meglino, Ravlin, & Adkins, 1989). Value congruence between leaders and followers can assist in strengthening work relationships. Followers whose values align with the values of their leader oftentimes view their leader as being a capable leader who epitomizes success (Weis, 1978). If value congruence does mediate the relationship between leader style and follower commitment, transformational leaders whose values are congruent with their followers will have greater opportunities to help followers impact the organization in a positive way through developing strong work relationships which are grounded in a resilient value system, which can lead to increased follower commitment to the organization.

The specific research questions addressed in this study as related to the research problem are stated below:

Research Question 1. Do transformational leadership behaviors positively impact follower commitment in American churches?

Research Question 2. Do psychological empowerment and value congruence mediate the effect of transformational leadership on follower commitment in American churches?

The purpose of this research is to examine the relationship between transformational leadership and follower commitment in American churches. Specifically, this research investigated the mediating influence of psychological empowerment and value congruence between the leader's style and the follower's commitment. Although the style of the leader is important in achieving organizational goals, certain characteristics exhibited by the follower, such as the follower's perception of his/her performance, can also assist in achieving organizational goals (McColl-Kennedy & Anderson, 2002)

A quantitative methodology was utilized to explore this relationship in American churches. Investigating the relationship between transformational leadership, psychological empowerment, and value congruence and their influence upon the commitment of followers in American churches adds to the growing body of literature on transformational leadership. This study also demonstrates the relevance of this particular leadership style in an organizational setting that emphasizes the importance of transformed individuals. The characteristics displayed

by transformational leaders can assist followers in reaching their greatest potential within their organizations (Dvir, Eden, Avolio, & Shamir, 2002).

Theoretical Background and Model

The theoretical framework for transformational leadership used in this research was first postulated by Burns (1978). Burns is given credit for conceptualizing this particular type of leadership. His concept of transformational leadership has a moral component, which is explained as follows:

Such leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes, which might have started out as separate but related, as in the case of transactional leadership, become fused. Power bases are linked not as counterweights but as mutual support for common purpose. Various names are used for such leadership, some of them derisory: elevating, mobilizing, inspiring, exalting, uplifting, preaching, exhorting, evangelizing. The relationship can be moralistic, of course. But transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led, and thus it has a transforming effect on both. (Burns, p. 20)

In accordance with Burns' concept of transformational leadership, transformational leaders are able to define and articulate a clear vision for the organizations in which they work (Emery & Barker, 2007). Transformational leaders are also able to assist followers in clarifying motives and satisfying needs related to the organization by engaging the whole person (Burns).

The concept of transformational leadership was later enhanced by Bass (1985), who explained transformational leadership in relation to its influence on followers' feelings (trust, admiration, and loyalty) toward their leaders (Krishnan, 2005). Bass (1998) described transformational leadership as consisting of four major components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Prior to Bass' description of transformational leadership, this style of leadership had been defined using the following characteristics: charisma, intellectual stimulation, and individualized consideration (Avolio, Waldman, & Einstein, 1988; Bass, 1990). Through research and various modifications of the transformational leadership theory, a fourth element of transformational leadership called inspirational motivation was discovered (Barbuto, 2005). After receiving much criticism, charisma was dropped from the list of transformational leadership characteristics and idealized influence was added (Barbuto, 2005; Barbuto, 1997; Hunt, 1999).

Transformational Leadership and Follower Commitment

Organizational commitment has been described

...in terms of the strength of an individual's identification with and involvement in a particular organization. Such commitment can generally be characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; (c) a definite desire

to maintain organizational membership. (Porter, Steers, Mowday, & Boulian, 1974, p. 604)

In a study conducted by Dubinsky, Yammario, and Spangler (1995), researchers found that transformational leadership enhances the commitment of followers to the organization. In addition, transformational leadership has been shown to influence commitment without leaders having to provide incentives or having to invoke punishments (Bass, 1985).

Mowday, Porter, and Steers (1982) suggested that leadership is a determining factor of organizational commitment. In prior research, Shamir and others (Shamir, House, & Arthur, 1993; Shamir, Zakay, Breinin, & Popper, 1998) have suggested a link between transformational leadership and organizational commitment, which involves promoting organizational values related to achieving organizational goals as well as places an emphasis on the commitment of both leaders and followers to accomplishing the organization's mission and vision (Avolio, Zhu, Koh, & Bhatia, 2004).

In a study conducted by Catano, Pond, and Calloway (2001), transformational leadership was shown to positively influence the commitment levels of employees working in a volunteer organization. In a comparison between volunteer workers and union workers, volunteer leaders demonstrated higher levels of transformational leadership with their followers than the union leaders, and the volunteer workers were more committed to the organization than the union workers (Catano, Pond, & Calloway). Volunteer organizations can be good environments for assessing commitment and leadership since there is no employment or contractual relationship between the volunteers and the organization (Catano, Pond, & Calloway).

Transformational leadership has been shown to positively influence organizational commitment in a variety of organizational settings (Bono & Judge, 2003; Koh, Steers, & Terborg, 1995; Walumbwa & Lawler, 2003). The specific transformational leadership behaviors that may influence organizational commitment are idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. This study investigated the differential effects of these four components of transformational leadership on follower commitment. Each component was investigated separately in reference to its relationship to the follower's commitment to the organization. Follower commitment was described based on two dimensions of organizational commitment depicted by Meyer and Allen (1997): affective commitment and normative commitment. Affective commitment focuses on the emotions, attitudes, and attachments that employees have to the organization (Kanter, 1968; Sheldon, 1971), whereas normative commitment focuses on the employee's desire to remain committed to the organization and exceed normal expectations irrespective of any amount of satisfaction the employee may get from working with the organization (Wiener & Gechman, 1977; Marchiori & Henkin, 2004). It is hypothesized that the four components of transformational leadership will positively affect both dimensions of follower commitment.

H_{1.1}: Individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence will have a positive impact on the follower's affective commitment.

H_{1.2}: Individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence will have a positive impact on the follower's normative commitment.

Bass (1985) viewed transformational leadership and transactional leadership as having characteristics which could complement each other and help leaders achieve organizational goals (Lowe, Kroeck, & Sivasubramaniam, 1996). The primary focal point of contingent reward leadership is on transactions, exchanges, and contingent rewards and punishment (Yammarino, Spangler, & Dubinsky, 1998). Leaders who display contingent reward behaviors identify the needs of followers and help the followers to meet those needs in exchange for follower performance (Yammarino, Spangler, & Dubinsky). Contingent rewards leadership, one of the components of transactional leadership, has been shown to demonstrate high correlation with transformational leadership behaviors in previous research (Avolio, Bass, & Jung, 1999). Therefore, it is hypothesized that contingent rewards leadership will have a positive influence on follower commitment.

H_{2.1}: Contingent reward leadership will have a positive impact on the follower's affective commitment.

H_{2.2}: Contingent reward leadership will have a positive impact on the follower's normative commitment.

Transformational Leadership and Follower Commitment: Psychological Empowerment as Mediator

The construct of psychological empowerment has its inception in two theories of organization: participative management and employee involvement (Cotton, 1993; Wagner, 1994). Empowerment can lead to positive organizational and individual outcomes (Zhu, May, & Avolio, 2004). Spreitzer (1995) described psychological empowerment as having four components: meaning, competence, self-determination, and impact, which work together to assist employees in shaping the context of their work environment. Past research (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Kraimer, Seibert, & Liden, 1999; Sims & Kroeck, 1994) has suggested a relationship between empowered followers and follower commitment to the organization which proposes that followers who are empowered may possibly be more committed to the organization. When employees are empowered, they portray a greater level of self-confidence and have a greater sense of being able to influence their work environment in a positive way (Zhu, May, & Avolio, 2004).

Several definitions have been offered for psychological empowerment. Prior research by Conger and Kanungo (1988) and Thomas and Velthouse (1990) have resulted in psychological empowerment being defined in narrow terms as the motivational concept of self-efficacy and in broad terms as increased intrinsic task motivation. The construct of psychological empowerment may be an important one in organizational research because prior research has suggested that employees who feel more empowered by their supervisors demonstrate more commitment to the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Kraimer, Seibert, & Liden, 1999).

Transformational leaders may use intellectual stimulation and individualized consideration as a means of empowering followers by challenging the follower's beliefs, values, and mindsets (Avolio et al., 2004). These leaders also direct their attention towards mentoring and coaching their followers in an effort to prepare followers to take on greater responsibility in the organization with the ultimate goal of helping followers to become leaders (Bass, 1985; Yukl, 1998). In addition, transformational leaders who utilize individualized consideration as a means of empowering followers listen to their followers and pay close attention to their

followers' need to develop (Avolio et al.) while directing their efforts towards mentoring and coaching their followers in an effort to encourage followers to take on more responsibility and develop to their fullest potential (Avolio, 1999; Bass & Avolio, 1994; Kark & Shamir, 2002). Based on prior research, it is hypothesized that psychological empowerment will mediate the relationship between transformational leadership and follower commitment.

H_{3.1}: Psychological empowerment will mediate the relationship between the transformational leadership behaviors (individualized consideration, intellectual stimulation, inspirational motivation, individualized influence) and contingent reward leadership and the follower's affective commitment.

H_{3.2}: Psychological empowerment will mediate the relationship between the transformational leadership behaviors (individualized consideration, intellectual stimulation, inspirational motivation, individualized influence) and contingent reward leadership and the follower's normative commitment.

Transformational Leadership and Follower Commitment: Value Congruence as Mediator

Krishnan (2002) described leadership in the context of its relationship to the values of leaders and followers. Krishnan stated personal values influence the actions of individuals, and building a relationship between leaders and followers requires that an appreciation for personal values be considered. Prior research (Meglino, Ravlin, & Adkins, 1989; Kirkpatrick & Lock, 1996) has demonstrated that value congruence is an important part of the leadership process. Value congruence between leaders and followers may be viewed as the degree to which the leaders' values and the followers' values agree (Krishnan, 2005). "Value congruence indicates a harmonious relationship between leader and subordinate, and should therefore result in greater satisfaction over time. Value congruence also indicates a strong identification of the subordinate with the leader" (Krishnan, 2002, p. 22).

In a study conducted by House (1977), the researcher discovered that followers only imitate the terminal values of transformational leaders. A list of Rokeach's (1973) terminal values is stated below:

1. A comfortable life (a prosperous life)
2. An exciting life (a stimulating, active life)
3. A sense of accomplishment (lasting contribution)
4. A world at peace (free of war and conflict)
5. A world of beauty (beauty of nature and the arts)
6. Equality (brotherhood, equal opportunity for all)
7. Family security (taking care of loved ones)
8. Freedom (independence, free choice)
9. Happiness (contentedness)
10. Inner harmony (freedom from inner conflict)
11. Mature love (sexual and spiritual intimacy)
12. National security (protection from attack)
13. Pleasure (an enjoyable, leisurely life)
14. Salvation (saved, eternal life)
15. Self-respect (self-esteem)

16. Social recognition (respect, admiration)
17. True friendship (close companionship)
18. Wisdom (a mature understanding of life)

According to Krishnan (2002), "Transformational leadership focuses on the joint purposes of leader and follower, and often results in transforming those purposes. Only terminal values pertain to end-states of existence, and so the leadership that focuses on purposes will be related only to terminal values" (p. 23). The role that transformational leaders play in communicating values to followers is crucial (Kouzes & Posner, 1995). As transformational leaders articulate an inspired vision, there is an expectation that their followers will agree to and adopt the values and vision of the leader (Avolio & Bass, 1988).

Transformational leadership places enormous emphasis on values. Value congruence between the leader and the follower can assist in producing a work environment which reflects purposeful leadership (Krishnan, 2002). According to Jung and Avolio (2000), value congruence helps followers in being able to shift their motivation and make the interests of the organization primary over and above their own self-interest. In transformational leadership, both the leader and the follower help raise each other's motivation levels (Burns, 1978). Therefore, value congruence has important implications for transformational leadership (Krishnan).

In a study conducted by Krishnan (2002), the four components of transformational leadership (intellectual stimulation, individualized consideration, inspirational motivation, idealized influence) were shown to have a significantly positively relationship with value congruence of the leader and the follower. In a study conducted by Meglino, Ravlin, and Adkins, value congruence between the leader and the follower was found to have a significant impact on follower commitment. Based on prior research, it is hypothesized that value congruence will mediate the relationship between transformational leadership and follower commitment.

H_{4.1}: Value congruence between leader and follower will mediate the relationship between the transformational leadership behaviors (individualized consideration, intellectual stimulation, inspirational motivation, individualized influence) and contingent reward leadership and the follower's affective commitment.

H_{4.2}: Value congruence between leader and follower will mediate the relationship between the transformational leadership behaviors (individualized consideration, intellectual stimulation, inspirational motivation, individualized influence) and contingent reward leadership and the follower's normative commitment.

Thus, the model depicted in Figure 1 was developed to guide the flow of research in this study:

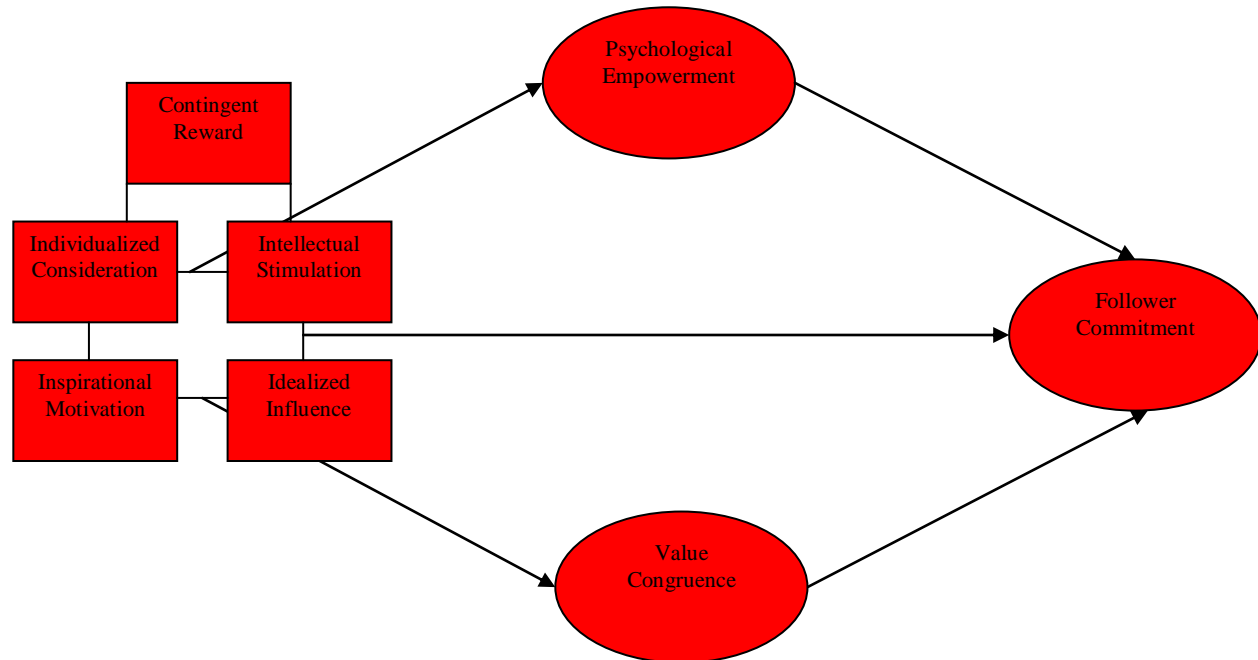


Figure 1. Proposed Research Model.

Methodology

Sample

The research participants consisted of 50 leaders and 200 followers who reported directly to the leaders. Participants were selected from five American churches in the southeast to investigate the relationship between transformational leadership and follower commitment and the role of psychological empowerment and value congruence as mediators of that relationship. The membership sizes of the churches selected for this study ranged from 2,600 to 7,900. Table 1 provides demographic information for the leaders and followers from each of the five churches. Only the data collected from the followers were utilized to test the research hypotheses.

Each church identified 10 leaders and 4 followers per leader to participate in the study. On the average, the leaders had served in their current positions for approximately 7 years and had been associated with their particular churches for approximately 12 years. Years of service with the churches ranged from 3 months to 25 years and the number of years associated with the churches ranged from 6 months to 40 years. The research participants who held leadership positions within the churches served in such roles as Assistant Pastor, Chief Operating Officer, Executive Church Administrator, Youth Pastor, Singles Minister, Christian Education Director, Counseling Director, Missions Director, Director of Media Ministries, Chief Financial Officer, Director of Facilities and Grounds, Deacon Board Chairman, Minister of Music, and Director of Transportation. Forty-eight percent of the leaders were male, and fifty-two percent were female. The average age of the leaders was 45.

Table 1
Demographic Information by Church

	<i>Leader Information</i>				
	Church 1	Church 2	Church 3	Church 4	Church 5
Mean Age (Years)	39.90	48.20	46.30	50.80	39.60
Mean Years in Position	4.10	8.23	7.10	10.10	5.80
Mean Years at Church	7.20	13.90	9.55	16.60	12.10
Percent of Males	40%	50%	60%	40%	50%
Percent of Females	60%	50%	40%	60%	50%
	<i>Follower Information</i>				
	Church 1	Church 2	Church 3	Church 4	Church 5
Mean Age (Years)	41.50	39.53	36.75	38.53	38.08
Mean Years in Position	6.30	5.00	3.58	6.43	4.75
Mean Years at Church	9.11	6.88	6.13	12.03	12.15
Percent of Males	27.5%	30%	37.5%	35%	12.5%
Percent of Females	72.5%	70%	62.5%	65%	87.5%

Measures

Transformational leadership behaviors. Transformational leadership behaviors were measured using the five-item MLQ-5X Scale developed by Bass and Avolio (1995). The Multifactor Leadership Questionnaire (MLQ 5X) is the most commonly used instrument for measuring transformational and transactional leadership behavior. This assessment instrument has been used widely in different organizational setting around the world and has been translated into several different languages such as Chinese, Arabic, and French (Hoffman, 2002). The MLQ scale measures 13 different leadership characteristics, which have 45 items associated with them. Respondents rated agreement with the 24 items associated with contingent reward and transformational leadership characteristics (Idealized Attributes, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation, Individual Consideration) utilizing a five-point Likert-type scale (0 “not at all,” 4 “frequently, if not always”). Sample items from the scale included: “I act in ways that build others’ respect for me” (Idealized Influence Attributed); “I talk about my most important values and beliefs” (Idealized Influence Behavior); “I seek differing perspectives when solving problems” (Intellectual Stimulation); “I talk optimistically about the future” (Inspirational Motivation); and “I spend time teaching and coaching” (Individual Consideration).

According to Avolio and Bass (2004), reliability for the MLQ 5X was presented as follows: Cronbach alpha for all of the transformational styles ranged from 0.83 to 0.70. Cronbach alpha for the transactional leadership styles ranged from 0.75 and 0.69. Cronbach alpha was 0.71 for the non-transactional style, laissez-faire. As stated earlier, the lower limits of acceptability of a Cronbach alpha value is between 0.60 and 0.70 (Hair, Anderson, Tatham, & Black, 1998). Cronbach’s alpha in the study sample was 0.85 for the intellectual stimulation scale, 0.84 for idealized influence-attributed, 0.84 for the idealized influence-behavior scale, 0.84 for inspirational motivation, 0.86 for individualized consideration, and 0.79 for the contingent reward scale.

Follower commitment. Follower commitment was measured using Meyer and Allen's (1991, 1997) Commitment Survey. The survey assesses three aspects (affective commitment, normative commitment, and continuance commitment) of employee commitment to the organization utilizing a seven-item scale. The continuance scale was not used in this research. A sample of some of the items listed on Meyer and Allen's survey which were used in this research are: "I would be very happy to spend the rest of my career with this organization" or "This organization has a great deal of personal meaning for me" or "This organization deserves my loyalty." For each item, respondents must indicate the degree to which they agree or disagree (1 "strongly disagree;" 7 "strongly agree"). "This scale has been widely used in the field and has median reliabilities (assessed using coefficient alphas) across many studies of .85 for affective commitment, .73 for normative commitment and .79 for continuance commitment (Allen & Meyer, 1996)" (Finegan, 2000, p. 156). Cronbach's alpha in the study sample was 0.83 for the affective commitment scale and 0.91 for the normative commitment scale.

Psychological empowerment. Psychological empowerment was measured using a 12-item measure of empowerment developed by Spreitzer (1995). The reliability and validity for the four dimensions of psychological empowerment has been established in previous research (Spreitzer). Sample items from the questionnaire included: "I am confident about my ability to do my job"; "My job activities are personally meaningful to me"; or "The work I do is important to me." The items are measured using a seven-point Likert response format. Spreitzer reported a Cronbach alpha coefficient of 0.72 for the scale. Cronbach's *alpha* in the study sample was 0.92.

Value congruence. The value congruence between the leader and the follower was measured using McDonald and Gandz's (1992) taxonomy of values questionnaire. This instrument was developed based on Rokeach's (1973) list of values. Rokeach's Value Survey is one of the most commonly used instruments for measuring values (Krishnan, 2002). The instrument developed by McDonald and Gandz has been developed for use in modern organizations. "The advantage of this scale is that it offers a reasonably comprehensive list of organizational values that allow one to explore the possibility that different values clusters may be differentially related to commitment" (Finegan, 2000, p. 155). The questionnaire rates the values on the scale using a 7-point scale. This instrument has a test-retest reliability of 0.76, and the inter-rater reliability for employees of an organization was 0.77 (Finegan). Cronbach's alpha in the study sample was 0.90.

Value congruence for each follower was calculated by subtracting the level reported by each follower from the level reported by his/her leader for each of the 24 individual values. Negative values were converted to positive values using the absolute value function. The 24 value responses were summed to get a single value difference for each follower. The single value differences were placed back into SPSS for further analysis. (Note: To capture value congruence, as opposed to the lack of value congruence, the value scores were multiplied by -1.) The smaller the value score, the more congruent the follower's values were with the leader.

Control variables. Prior research regarding gender and organizational commitment has been inconsistent. Some studies show that men are more committed to the organization than women. On the other hand, there have also been studies demonstrating that females are more committed to the organization than their male counterparts. In their study, Dixon, Cunningham, Sagas, Turner, and Kent (2005) reported that females have a higher level of affective commitment to the organization than males. Marchiori and Henkin's (2004) research showed that women had a greater level of normative commitment to the organization than men.

Additionally, Singh, Finn, and Goulet's (2004) research results demonstrated that women had a greater level of commitment to the organization than men. In contrast, in studies conducted by Dodd-McCue and Wright (1996) and Kaldenberg, Becker, and Zvonkovic (1995), research results showed that men were more committed to the organization than women.

Prior research (Walumbwa, Orwa, Wang, & Lawler, 2005; Ang, Dyne, & Begley, 2003; Mathieu & Zajac, 1990) has also shown that tenure (number of years of service with the organization) is a predictor of follower commitment. Therefore, leaders and subordinates were asked to report their gender and number of years of service with the organization and these variables were statistically controlled in the analysis.

Procedure

Data were collected in five churches. The questionnaires were hand-delivered to the pastor of each church in sealed envelopes by the researcher. The researcher chose to have the questionnaires in this research study directly administered to the research participants. The researcher went to each church where the leaders and followers were assembled to administer the survey. Direct administration of surveys usually results in a high response rate, close to 100 percent. It also allows the researcher to be present to answer any questions that research participants may have (Ary, Jacobs, Razahieh, & Sorensen, 2006). All 250 research participants were present to complete the surveys. After the questionnaires were completed, the researcher collected the questionnaires from the pastor of each church.

To ensure that the researcher would be able to match the leader information with the appropriate followers, each survey was coded with a unique identification number established by the researcher which identified the leader, his/her followers, and the church sample number. Each envelope contained a cover letter from the researcher to the participants with instructions for completing the questionnaire along with assurances that confidentiality and anonymity of the research participants would be maintained. No personally identifying information was collected from the participants. Additional information such as gender, age, length of time in current position, and length of time in church was collected from the participants.

Results

Hierarchical regression analysis was used to investigate the relationship between the independent variables (the dimensions of transformational leadership - individualized consideration, intellectual stimulation, inspirational motivation, individualized influence, and contingent reward) and the dependent variables (affective and normative organizational commitment). The means, standard deviations, and correlation matrix for all of the study variables are presented in Table 2.

Table 2
Means, Standard Deviation, and Intercorrelations Among Study Variables (N=200)

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
<i>Control Variables:</i>														
1. Gender (M = 1; F = 2)	1.72	.45	-											
2. Tenure	9.26	8.76	.07	-										
<i>Independent Variables:</i>														
3. Idealized Influence (Att.)	2.95	.94	.06	.11	(.84)	-----								
4. Idealized Influence (Beh.)	2.98	.94	.10	.09	.88**	(.84)	-----							
5. Inspirational Motivation	3.11	.91	.18**	.05	.85**	.85**	(.84)	-----						
6. Intellectual Stimulation	2.68	.92	.08	-.01	.63**	.65**	.67**	(.85)	-----					
7. Individual Consideration	2.78	.00	.12	.07	.82**	.77**	.82**	.74**	(.86)	-----				
8. Contingent Reward	2.93	.92	.08	.03	.78**	.74**	.75**	.74**	.81**	(.79)	-----			
<i>Dependent Variable:</i>														
9. Affective Commitment	4.82	.43	.15*	.21**	.44**	.47**	.41**	.39**	.51**	.42**	(.83)	-----		
10. Normative Commitment	5.06	.53	.13	.22**	.42**	.45**	.41**	.39**	.50**	.43**	.91**	(.91)	-----	
<i>Mediator Variables:</i>														
11. Value Congruence	5.23	.00	.04	-.04	-.14	-.23**	-.16*	-.32**	-.23**	-.22**	-.38**	-.38**	(.90)	-----
12. Psych. Empowerment	24.69	15.57	.02	.22**	.40**	.44**	.35**	.36**	.40**	.36**	.44**	.47**	-.21**	(.92)

Alpha coefficients are in parenthesis along the diagonal; * $p < 0.05$; ** $p < 0.01$

In the analysis of data, men were coded using a “1” while women were coded using a “2”. The descriptive statistics show that more women participated in the study than did men ($M = 1.72$, $SD = .45$). The descriptive statistics also demonstrate that inspirational motivation ($M = 3.11$, $SD = .91$), individualized influence (behavior) ($M = 2.98$, $SD = .94$), and individualized influence (attributed) ($M = 2.95$, $SD = .94$), are recognized more frequently by followers in this study, followed by contingent reward ($M = 2.93$, $SD = .92$), individualized consideration ($M = 2.78$, $SD = 1.00$), and intellectual stimulation ($M = 2.68$, $SD = .92$). The descriptive statistics also show that the normative commitment scores are slightly higher than the scores for affective commitment.

Table 3 shows the results of the regression analysis for the independent and the dependent variables.

Table 3

Hierarchical Regression Analysis predicting affective and normative organizational commitment

Variables	Affective Commitment				Normative commitment			
	b	se	β	p-value	b	se	β	p-value
<i>Step 1: Control Variables</i>								
Gender	.47	.22	.15	.03	.43	.23	.13	.06
Tenure	.03	.01	.21	.00	.04	.01	.22**	.00
<i>Step 2: Leadership Behaviors</i>								
Idealized Influence (Att.)	-.08	.23	-.05	.73	-.29	.25	-.18	.25
Idealized Influence (Beh.)	.52	.21	.34	.02	.54	.23	.33	.02
Inspirational Motivation	-.46	.22	-.29	.04	-.30	.24	-.18	.20
Intellectual Stimulation	.06	.15	.04	.69	.04	.16	.02	.81
Individualized Consideration	.67	.19	.47	.00	.66	.20	.43	.00
Contingent Reward	.11	.18	.01	.95	.13	.19	.08	.51
R^2 (Control and Leadership Variables)	.33				.31			
R^2 Change (Control Variables)	.07				.06			
R^2 Change (Leadership Variables)	.26				.25			

The model consisting of gender, tenure, individualized consideration, intellectual stimulation, inspirational motivation, individualized influence, and contingent reward was significant, explaining 32.8% of the variance in the follower's affective commitment, $F(8,191) = 11.63$, $p < .001$, and 31.4% of the variance in the follower's normative commitment, $F(8,191) = 10.92$, $p < .001$, after controlling for gender and tenure. The results show that idealized influence (behavior) and individualized consideration were the only two independent variables to have a positive statistically significant relationship with the follower's affective and normative commitment. These findings provide partial support for $H_{1.1}$ and $H_{1.2}$; however, $H_{2.1}$ and $H_{2.2}$ are

not supported because contingent reward leadership was not found to have a statistically significant relationship with followers' affective or normative commitment. Inspirational motivation had a statistically significant relationship with followers' affective commitment; however, that relationship was negative.

Table 4

Testing for Psychological Empowerment as Mediator in Relationship between Transformational Leadership and Affective Commitment

Step	Variable	<i>b</i>	β	<i>p</i> -value
Step 1	<i>Criterion Variable</i> Affective Commitment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.08	-.05	.73
	Idealized Influence (Behavior)	.52	.34*	.02
	Inspirational Motivation	-.46	-.29*	.04
	Intellectual Stimulation	.06	.04	.69
	Individualized Consideration	.67	.47***	.00
	Contingent Reward	.11	.01	.95
Step 2	<i>Criterion Variable</i> Psychological Empowerment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.01	-.01	.95
	Idealized Influence (Behavior)	.43	.39**	.01
	Inspirational Motivation	-.24	-.22	.14
	Intellectual Stimulation	.16	.15	.14
	Individualized Consideration	.19	.19	.16
	Contingent Reward	-.04	-.04	.75
Step 3	<i>Criterion Variable</i> Affective Commitment			
	<i>Mediator Variable</i> Psychological Empowerment	.33	.23***	.00
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.08	-.05	.73
	Idealized Influence (Behavior)	.38	.25	.07
	Inspirational Motivation	-.38	-.24	.08
	Intellectual Stimulation	.01	.00	.97
	Individualized Consideration	.61	.43***	.00
	Contingent Reward	.03	.02	.89

* $p < .05$ ** $p < .01$ *** $p < .001$

Table 5

Testing for Psychological Empowerment as Mediator in Relationship between Transformational Leadership and Normative Commitment

Step	Variable	<i>b</i>	β	<i>p</i> -value
Step 1	<i>Criterion Variable</i>			
	Normative Commitment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.29	-.18	.25
	Idealized Influence (Behavior)	.54	.33	.02
	Inspirational Motivation	-.30	-.18	.20
	Intellectual Stimulation	.04	.02	.81
	Individualized Consideration	.66	.43	.00
Step 2	<i>Criterion Variable</i>			
	Psychological Empowerment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.01	-.01	.95
	Idealized Influence (Behavior)	.43	.40	.01
	Inspirational Motivation	-.24	-.22	.14
	Intellectual Stimulation	.16	.15	.14
	Individualized Consideration	.19	.19	.16
Step 3	<i>Criterion Variable</i>			
	Normative Commitment			
	<i>Mediator Variable</i>			
	Psychological Empowerment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.28	-.17	.24
	Idealized Influence (Behavior)	.37	.23	.11
	Inspirational Motivation	-.20	-.12	.37
	Intellectual Stimulation	-.03	-.02	.86
	Individualized Consideration	.58	.38**	.00
	Contingent Reward	.15	.09	.44

Table 6

Testing for Value Congruence as Mediator in Relationship between Transformational Leadership and Affective Commitment

Step	Variable	<i>b</i>	β	<i>p</i> -value
Step 1	<i>Criterion Variable</i>			
	Affective Commitment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.08	-.05	.73
	Idealized Influence (Behavior)	.52	.34	.02
	Inspirational Motivation	-.46	-.29	.04
	Intellectual Stimulation	.06	.04	.69
	Individualized Consideration	.67	.47	.00
Step 2	<i>Criterion Variable</i>			
	Value Congruence			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	7.04	.43	.01
	Idealized Influence (Behavior)	6.91	.42	.01
	Inspirational Motivation	3.56	.21	.18
	Intellectual Stimulation	5.06	.30	.01
	Individualized Consideration	2.97	.19	.20
Step 3	<i>Criterion Variable</i>			
	Affective Commitment			
	<i>Mediator Variable</i>			
	Value Congruence	.03	.27	.00
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	.09	.06	.68
	Idealized Influence (Behavior)	.35	.23	.09
	Inspirational Motivation	-.37	-.23	.08
	Intellectual Stimulation	-.07	-.04	.65
	Individualized Consideration	.60	.42	.00
	Contingent Reward	-.00	-.00	.10

Table 7

Testing for Value Congruence as Mediator in Relationship between Transformational Leadership and Normative Commitment

Step	Variable	b	β	p-value
Step 1	<i>Criterion Variable</i>			
	Normative Commitment			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.29	-.18	.25
	Idealized Influence (Behavior)	.54	.33	.02
	Inspirational Motivation	-.30	-.18	.20
	Intellectual Stimulation	.04	.02	.81
	Individualized Consideration	.66	.43	.00
Step 2	<i>Criterion Variable</i>			
	Value Congruence			
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	7.04	.43	.01
	Idealized Influence (Behavior)	6.91	.42	.01
	Inspirational Motivation	3.56	.21	.18
	Intellectual Stimulation	5.06	.30	.01
	Individualized Consideration	2.97	.19	.20
Step 3	<i>Criterion Variable</i>			
	Normative Commitment			
	<i>Mediator Variable</i>			
	Value Congruence	.03	.27	.00
	<i>Predictor Variables</i>			
	Idealized Influence (Attributed)	-.10	.06	.68
	Idealized Influence (Behavior)	-.36	.22	.11
	Inspirational Motivation	-.21	-.12	.36
	Intellectual Stimulation	-.10	-.06	.54
	Individualized Consideration	.58	.38	.00
	Contingent Reward	.12	.07	.54

Moreover, it was hypothesized that psychological empowerment and value congruence would mediate the relationship between the transformational leadership behaviors (individualized consideration, intellectual stimulation, inspirational motivation, individualized influence, and contingent reward) and the followers' affective and normative commitment. Tables 4 – 7 contain the analysis necessary to examine the mediation-related hypotheses ($H_{3.1}$,

H_{3.2}, H_{4.1}, and H_{4.2}). The results of the analysis demonstrate that psychological empowerment and value congruence partially mediated the relationship between the predictor variables and the criterion variables.

Following Baron and Kenny's (1986) steps for testing mediation, it was first established that the predictor variables (idealized influence attributed, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward) were related to the criterion variables (affective commitment and normative commitment) by regressing the transformational leadership behaviors on the followers' commitment (Step 1). The transformational leadership behaviors were significantly associated with affective commitment (see Table 4) and normative commitment (see Table 5). Specifically, idealized influence behavior ($b = .52, \beta = .34, p = .02$), inspirational motivation ($b = -.46, \beta = -.29, p = .04$), and individualized consideration ($b = .67, \beta = .47, p = .00$) had statistically significant relationships with the followers' affective commitment. Idealized influence behavior ($b = .54, \beta = .33, p = .02$) and individualized consideration ($b = .66, \beta = .43, p = .00$) had statistically significant relationships with the followers' normative commitment. Therefore, the requirement for mediation in Step 1 was met.

Next, to establish that the transformational leadership behaviors were related to the hypothesized mediator (psychological empowerment), psychological empowerment was regressed on the transformational leadership behaviors (Step 2). The transformational leadership behaviors were also significantly associated with psychological empowerment. Specifically, idealized influence behavior ($b = .43, \beta = .40, p = .01$) had a statistically significant relationship with psychological empowerment. Therefore, the condition for Step 2 was met.

To test whether the hypothesized mediator, psychological empowerment, was related to the criterion variables (affective and normative commitment), the followers' affective and normative commitment were regressed onto both the transformational leadership behaviors and psychological empowerment (Step 3). Psychological empowerment was significantly related to the followers' affective ($b = .33, \beta = .23, p = .00$) and normative commitment ($b = .40, \beta = .27, p = .00$), controlling for the transformational leadership behaviors. Step 3 also provided an estimate of the relationship between the transformational leadership behaviors and the followers' affective and normative commitment, controlling for psychological empowerment. The relationship between the transformational leadership behaviors (specifically, individualized consideration) and the followers' affective commitment was still significant ($b = .61, \beta = .43, p = .00$), although the B was smaller after the inclusion of the mediating variable ($b = .67, \beta = .47, p = .00$), which suggests partial mediation. Likewise, the relationship between the transformational leadership behaviors (specifically, individualized consideration) and the followers' normative commitment was also still significant ($b = .58, \beta = .38, p = .00$), although the B was smaller after the inclusion of the mediating variable ($b = .66, \beta = .43, p = .00$), which also suggests partial mediation. These findings provide partial support for H_{3.1} and H_{3.2}.

The same procedures were carried out to test the mediating affect of value congruence on the relationship between the predictor variables and the criterion variables.

It was first established that the predictor variables (idealized influence attributed, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration, and contingent reward) were related to the criterion variables (affective commitment and normative commitment) by regressing the transformational leadership behaviors on the followers' commitment (Step 1). The transformational leadership behaviors were significantly associated with affective commitment (see Table 6) and normative

commitment (see Table 7). Specifically, idealized influence behavior ($b = .52$, $\beta = .34$, $p = .02$), inspirational motivation ($b = -.46$, $\beta = -.29$, $p = .04$), and individualized consideration ($b = .67$, $\beta = .47$, $p = .00$) had statistically significant relationships with the followers' affective commitment. Idealized influence behavior ($b = .54$, $\beta = .33$, $p = .02$) and individualized consideration ($b = .66$, $\beta = .43$, $p = .00$) had statistically significant relationships with the followers' normative commitment. Therefore, the requirement for mediation in Step 1 was met.

Next, to establish that the transformational leadership behaviors were related to the hypothesized mediator (value congruence), value congruence was regressed on the transformational leadership behaviors (Step 2). The transformational leadership behaviors were also significantly associated with value congruence. Specifically, idealized influence attributed ($b = 7.04$, $\beta = .43$, $p = .01$), idealized influence behavior ($b = -6.91$, $\beta = -.42$, $p = .01$), and intellectual stimulation ($b = -5.06$, $\beta = -.30$, $p = .01$) had a statistically significant relationship with value congruence. Therefore, the condition for Step 2 was met.

To test whether the hypothesized mediator, value congruence, was related to the criterion variables (affective and normative commitment), the followers' affective and normative commitment were regressed onto both the transformational leadership behaviors and value congruence (Step 3). Value congruence was significantly related to the followers' affective ($b = -.03$, $\beta = -.27$, $p = .00$) and normative commitment ($b = -.03$, $\beta = -.27$, $p = .00$), controlling for the transformational leadership behaviors. Step 3 also provided an estimate of the relationship between the transformational leadership behaviors and the followers' affective and normative commitment, controlling for value congruence. The relationship between the transformational leadership behaviors (specifically, individualized consideration) and the followers' affective commitment was still significant ($b = .60$, $\beta = .42$, $p = .00$), although the B was smaller after the inclusion of the mediating variable ($b = .67$, $\beta = .47$, $p = .00$), which suggests partial mediation. Likewise, the relationship between the transformational leadership behaviors (specifically, individualized consideration) and the followers' normative commitment was also still significant ($b = .58$, $\beta = .38$, $p = .00$), although the b was smaller after the inclusion of the mediating variable ($B = .66$, $\beta = .43$, $p = .00$), which also suggests partial mediation. These findings provide partial support for $H_{4.1}$ and $H_{4.2}$.

Discussion

The purpose of this study was to investigate the relationship between transformational leadership and follower commitment and the mediating influence of psychological empowerment and value congruence on that relationship. Transformational leadership theory includes four behavioral traits (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and posits that leaders who practice these traits can transform those they lead by helping followers accomplish more than they originally expected (Bass, 1990). Congruent with previous research (Bono & Judge, 2003; Walumbwa & Lawler, 2003; Dumdum, Lowe, & Avolio, 2002), the results of this study found a positive relationship between transformational leadership traits and follower commitment. However, contrary to what was expected, there was no positive relationship found between contingent reward leadership and follower commitment.

In this study, follower commitment was described based on the two dimensions of organizational commitment depicted by Meyer and Allen (1997): affective commitment and normative commitment. Although contingent reward leadership has been shown to demonstrate

high correlation with the transformational leadership behaviors in previous research (Avolio, Bass, & Jung, 1999), it is possible that the system of rewards and/or punishment in exchange for performance which characterizes contingent reward leadership may have less appeal to followers than transformational leadership since contingent reward leadership requires that the follower give something of value (performance) in order to receive something of value (reward). If what the follower gives (i.e., performance) is not seen as being of value to the organization, by the very nature of contingent reward leadership, the organization gives the follower what contingent reward leadership demands—punishment—which provides very little incentive for the follower to be committed to the organization.

This study also examined the mediating effect of psychological empowerment on the relationship between transformational leadership and follower commitment. Psychological empowerment consists of four components (meaning, competence, self-determination, and impact), and it has been suggested that these four components assist followers in influencing their work environment (Spreitzer, 1995). In this study, psychological empowerment was shown to partially mediate the relationship between transformational leadership and follower commitment. These results stand in contradiction to what was expected and to what has been demonstrated in previous research in that psychological empowerment has been shown to fully mediate the relationship between transformational leadership and follower commitment (Jung & Avolio, 1998).

Based on Baron and Kenney's (1986) steps for mediation, only three of the four criteria for mediation were fully met. After introducing psychological empowerment into the equation, one of the transformational leadership characteristics (individualized consideration) remained statistically significant. Prior research has suggested that individualized consideration is one of the ways that transformational leaders can empower followers. Individualized consideration allows transformational leaders to operate as mentors and/or coaches with their followers, thereby providing them with personal attention which may help to encourage the follower's commitment to the organization. One possible explanation for the unexpected results relative to individualized consideration could be that the research was conducted in churches as opposed to corporate organizations. Followers in churches may possibly view their commitment or allegiance as rightfully belonging to the leader of the Christian faith, Jesus Christ, as opposed to an organization. Therefore, any personal mentoring or coaching that these followers receive from transformational leaders may only serve to further enhance their commitment or allegiance to Jesus Christ as opposed to His Church.

Furthermore, the research findings also showed that value congruence partially mediated the relationship between transformational leadership and follower commitment. Value congruence between the leader and the follower is an important factor in transformational leadership, and prior research Meglino, Ravlin, & Adkins (1989) has shown that similar values between the leader and the follower may result in the follower being more committed to the organization. Based on this fact, it was expected that value congruence would fully mediate the relationship between transformational leadership and follower commitment. However, the research results only found support for partial mediation since value congruence was found not to mediate the relationship between the transformational leadership trait of individualized consideration and follower commitment.

As suggested with the mediation results relative to psychological empowerment, these results may also be related to the sample chosen for this research study. The sample consisted of followers in a religious organization, in particular, the church. For the most part, followers in this

type of organization base their values on the promises found in the Bible. Although the leader and the follower may share the same biblically-based values, this value congruency may not necessarily impact the follower's commitment to the organization because the follower may see his/her values as being inextricably tied to his/her faith in the promises of Jesus Christ as opposed to his/her commitment to the church.

Theoretical Implications

Transformational leadership behaviors assist leaders in helping followers achieve more than they originally expected (Bass, 1985). Affective commitment focuses on an individual's emotional ties to an organization, identity with the organization, and involvement with the organization; normative commitment focuses on an individual's feelings of obligation to the organization. The research results showed that although transformational leadership behaviors and contingent reward leadership have a positive relationship with both followers' affective and normative commitment, these leadership behaviors only accounted for 32.8% of the variance in the followers' affective commitment and 31.4% of the variance in the followers' normative commitment. These findings demonstrate that if church leaders want their followers to be more committed to the organization, the leaders must increase their practice of the characteristics of transformational leadership.

Prior research has shown that individualized consideration can be used by transformational leaders to empower followers by challenging the follower's beliefs, values, and mindsets (Avolio et al., 2004). Prior research has also shown that individualized consideration has a statistically significant relationship with value congruence (Krishnan, 2002). However, when the mediating variables were added to the regression equation, the research results contradicted prior research relative to the influence of the mediating variables on individualized consideration. The research results showed that these variables did not mediate the relationship between individualized consideration and the dependent variables. On the other hand, psychological empowerment and value congruence were found to mediate the relationship between idealized influence and the dependent variables.

Practical Implications

The practical implications of the findings are apparent. First, the leaders in the study are not fully exemplifying the characteristics of transformational leadership. Churches are organizations that place an emphasis on transforming followers. The principles found in the transformational leadership characteristics can help leaders achieve goals related to transforming followers. The organizations included in this study can address this issue by providing transformational leadership training for their leaders. Leadership training can heighten the awareness of church leadership to the importance of transformational leadership and provide the leaders with practical training to help them become effective transformational leaders, which may, in turn, help followers exhibit more commitment to the organization.

Second, transformational leadership can help leaders empower their followers. Psychological empowerment was found to mediate the relationship between the leader's style and the follower's commitment. Empowered followers are generally more committed to the organization, exude more confidence, and believe they can influence the organization in a positive way (Zhu, May, & Avolio, 2004). By learning how to empower followers through

sharing an inspired vision and encouraging followers' involvement in achieving organizational goals, leaders within the church can help followers become more committed to the organization's mission, vision, and strategic goals.

Finally, transformational leadership can also help leaders instill the organization's values into followers. In churches, the values of the organization are generally biblically-based values. By practicing transformational leadership behaviors, leaders can help motivate followers to adopt the biblically-based values of the organization over any personal values that the follower may have which may not find its roots in the Bible. Prior research (Meglino, Ravlin, & Adkins, 1989; Kirkpatrick & Lock, 1996) has demonstrated that value congruence is an important part of the leadership process. The average mean value for the followers was 24.69, which demonstrates that the values of the followers were congruent with the values of the leaders.

Limitations and Future Research

The study was limited to one particular type of organizational setting, churches. Future research should be conducted in other types of organizational settings to see if the research results can be duplicated, which would provide support for generalizability of the research results. In addition, the mediating variables were limited to psychological empowerment and value congruence. Future research should be conducted to examine other mediating variables not included in this study that may impact the relationship between the leader's style and the follower's commitment. In addition, future research should also focus on moderating variables that may impact this relationship, as well as other independent variables such as the leader's personality and self-efficacy. Another limitation of the study was that self-report measures were used to measure all of the study variables. However, given the type of data the researcher was attempting to collect, it would have been difficult to obtain this information through sources other than the actual leaders and followers with the organizations.

Conclusions

The purpose of this research was to examine the relationship between transformational leadership and contingent reward leadership and follower commitment in American churches. Specifically, this research investigated the mediating influence of psychological empowerment and value congruence between the leader's style and the follower's commitment. The research results revealed that the transformational leadership behaviors and contingent reward leadership had a statistically significant relationship with follower's affective commitment and normative commitment, and that these leadership behaviors accounted for 32.8% of the variance in the followers' affective commitment and 31.4% of the variance in the followers' normative commitment. The research results also reveal that psychological empowerment and value congruence partially mediated that relationship.

About the Author:

Roger J. Givens brings a decade of experience serving in ministry within the local church. He has served as senior pastor of Shekinah Ministries International for the past three years. He is the founder and director of Jethro's House Ministries, Inc., a mentoring and training ministry for pastors. Before

founding Shekinah Ministries International, Givens faithfully served in various ministries across the U.S. as an assistant pastor, staff evangelist, training director for Christian educators, and director of security. His interest is in understanding transformational leadership, socialization, and psychological empowerment with emphasis on the relationship between leader and follower in the 21st century African American church.

Email: rogegiv@regent.edu

References

- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*, 252-276.
- Ang, S., Dyne, L. V., & Begley, T. (2003). The employment relationships of foreign workers versus local employees: A field study of organizational justice, job satisfaction, performance, and OCB. *Journal of Organizational Behavior, 24*, 561-583.
- Ary, D., Jacobs, L. C., Razahieh, A., & Sorensen, C. (2006). *Introduction to research in education* (7th ed.). Belmont, CA: Wadsworth Publishing.
- Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Thousand Oaks, CA: Sage.
- Avolio, B. J., & Bass, B. M. (1988). Transformational leadership, charisma and beyond. In J. G. Hunt, B. R. Balaga, H. P. Bachler, & C. Schriesheim (Eds.), *Emerging leadership vista* (pp. 29-50). Emsford, NY: Pergamon Press.
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire* (3rd ed.), *Manual and sampler set*. Palo Alto, CA: Mind Garden, Inc.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire. *Journal of Occupational and Organizational Psychology, 72*, 441-462.
- Avolio, B. J., Waldman, O. A., & Einstein, W. O. (1988). Transformational leadership in a management game simulation. *Group & Organizational Studies, 13*, 59-79.
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior, 25*, 951-968.
- Barbuto, J. E. (1997). Taking the charisma out of transformational leadership. *Journal of Social Behavior and Personality, 12*, 689-697.
- Barbuto, J. E., Jr. (2005). Motivation and transactional, charismatic, and transformational leadership: A test of antecedents. *Journal of Leadership & Organizational Studies, 11*(4), 26-40.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*, 1173-1182.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: The Free Press.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics, 8*, 19-31.

- Bass, B. M. (1997). Does the transactional-transformational leadership paradigm transcend organizational and rational boundaries? *American Psychologist*, 52, 130-139.
- Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Bass, B. M. (1999). On the taming of charisma: A reply to Janice Beyer. *Leadership Quarterly*, 10, 541-553.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Bass, B. M., & Avolio, B. J. (1995). *The multifactor leadership questionnaire – 5x short form*. Redwood: Mind Garden.
- Bono, J., & Judge, T. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leadership. *Academy of Management Journal*, 46, 554-571.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Catano, V. M., Pond, M., & Kelloway, E. K. (2001). Exploring commitment and leadership in volunteer organizations. *Leadership & Organization Development Journal*, 22(5/6), 256-263.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13, 471-482.
- Cotton, J. L. (1993). *Employee involvement: Methods for improving performance and work attitudes*. Newbury Park: Sage.
- Dixon, M. A., Cunningham, G. B., Sagas, M., Turner, B. A., & Kent, A. (2005). Challenge is key: An investigation of affective organizational commitment in undergraduate interns. *Journal of Education for Business*, 80(3), 172-180.
- Dodd-McCue, D., & Wright, G. B. (1996). Men, women, and attitudinal commitment: The effects of workplace experiences and socialization. *Human Relations*, 49(8), 1065-1091.
- Dubinsky, A. J., Yammarino, F. J., Jolson, M., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling & Sales Management*, 6, 17-31.
- Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (pp. 35-66). Oxford: Elsevier Science.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45(4), 735-744.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59.
- Emery, C. R., & Barker, K. J. (2007). The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communication and Conflict*, 11(1), 77.
- Finegan, J. E. (2000, June). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, 73, 149-169.
- Gallie, D., Felstead, A., & Green, F. (2001). Employer policies and organizational commitment in Britain 1992-7. *Journal of Management Studies*, 37(6), 1081-1101.

- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Hoffman, E. (2002). *Psychological testing at work*. New York: McGraw-Hill.
- House, R. J. (1977). A 1976 theory of charismatic leadership. In J. G. Hunt and L. L. Larson (Eds.), *Leadership: The cutting edge* (pp. 189-207). Carbondale: Southern Illinois University.
- Hunt, J. G. (1999). Transformational/charismatic leadership's transformation of the field: An historical essay. *Leadership Quarterly*, 10(2), 129-144.
- Jung, D., & Avolio, B. (1998). Effects of leadership style on follower's cultural orientation on performance in group and individual task condition. *Academy of Management Journal*, 42, 208-219.
- Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Behavior*, 21, 949-964.
- Kaldenberg, D. O., Becker, B. W., & Zvonkovic, A. (1995). Work and commitment among young professional: A study of male and female dentists. *Human Relations*, 48(11), 1355-1377.
- Kanter, R. M. (1968) Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33, 499-517.
- Kark, R., & Shamir, B. (2002). The dual effect of transformational leadership: Priming relational and collective selves and further effects on followers. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (pp. 67-91). Oxford, UK: Elsevier Science.
- Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81, 36-51.
- Koh, W. L., Steers, R. M., & Terborg, J. R. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore. *Journal of Organizational Behavior*, 16, 319-333.
- Kouzes, J. M., & Posner, B. Z. (1995). *The leadership challenge: How to keep getting extraordinary things done in organizations*. San Francisco: Jossey-Bass.
- Kraimer, M. L., Seibert, S. E., & Liden, R. C. (1999). Psychological empowerment as a multi-dimensional construct: A construct validity test. *Educational and Psychological Measurement*, 59, 127-142.
- Krishnan, V. R. (2002). Transformational leadership and value system congruence. *International Journal of Value-Based Management*, 15(1), 19-33.
- Krishnan, V. R. (2005). Transformational leadership and outcomes: Role of relationship duration. *Leadership & Organization Journal*, 26(5/6), 442-457.
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effective correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *Leadership Quarterly*, 7(3), 385-425.
- Marchiori, D. M., & Henkin, A. B. (2004). Organizational commitment of a health profession faculty: Dimensions, correlations and conditions. *Medical Teacher*, 26(4), 353-358.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.

- McColl-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, 13, 545-559.
- McDonald, P., & Gandz, J. (1991, Summer). Identification of values relevant to business research. *Human Resource Management*, 30, 217-236.
- McDonald, P., & Gandz, J. (1992, Winter). Getting value from shared values. *Organizational Dynamics*, 21, 64-78.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74, 424-32.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage Publications.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover. In P. Warr (Ed.), *Organizational and occupational psychology* (pp. 219-229). New York: Academic Press, Inc.
- Posner, B. Z. (1992). Person-organization values congruence: No support for individual differences as moderating influence. *Human Relations*, 45(4), 351-61.
- Porter, L. W., Steers, R. M., Mowday, R. T. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Rokeach, M. (1973). *The nature of human values*. New York: Free Press.
- Shamir, B., House, R., & Arthur, M. (1993). The motivational effects of charismatic leadership: A self-concept-based theory. *Organizational Science*, 4, 577-594.
- Shamir, B., Zakay, E., Breinin, E., & Popper, M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. *Academy of Management Journal*, 41, 387-409.
- Sheldon, M. E. (1971) Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 143-150.
- Sims, R. L., & Kroeck, K. G. (1994). The influence of ethical fit on employee satisfaction, commitment and turnover. *Journal of Business Ethics*, 13, 939-948.
- Singh, P., Finn, D., & Goulet, L. (2004). Gender and job attitudes: A re-examination and extension. *Women in Management Review*, 19(7/8), 345-355.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal*, 39(2), 483-1504.
- Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review*, 15, 666-681.
- Wagner, J. A., III. (1994). Participation's effects on performance and satisfaction: A reconsideration of research evidence. *Academy of Management Review*, 19, 312-330.
- Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes, and withdrawal behaviors in three emerging economies. *International Journal of Human Resource Management*, 14, 1083-1101.

- Walumbwa, F. O., Orwa, B., Wang, P., & Lawler, J. J. (2005, Summer). Transformational leadership, organizational commitment, and job satisfaction: A comparative study of Kenyan and U.S. financial firms. *Human Resource Development Quarterly*, 16(2), 235-256.
- Weiss, H. (1978). Social learning of work values in organizations. *Journal of Applied Psychology*, 63, 711-718.
- Wiener, Y. & Gechman, A. S. (1977) Commitment: A behavioral approach to job involvement. *Journal of Vocational Behavior*, 10, 47-52.
- Wilcox, J. B., Bellenger, D. N., & Rigdon, E. E. (1994). Assessing sample representativeness in industrial surveys. *The Journal of Business & Industrial Marketing*, 9(2), 51-61.
- Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: A longitudinal investigation. *Leadership Quarterly*, 4, 81-102.
- Yammarino, F. J., Spangler, W. D., & Dubinsky, A. J. (1998). Transformational and contingent reward leadership: Individual, dyad, and group levels of analysis. *Leadership Quarterly*, 9(1), 27-54.
- Yukl, G. (1998). *Leadership in organizations* (4th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Zhu, W., May, D. R., & Avolio, B. J. (2004). The impact of ethical leadership behavior on employee outcomes: The roles of psychological empowerment and authenticity. *Journal of Leadership & Organizational Studies*, 11(1), 16-26.