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**TRANSFORMATIONAL LEADERSHIP, EMOTIONAL
INTELLIGENCE AND ORGANIZATIONAL
COMMITMENT: PAKISTAN'S SERVICES SECTOR**

This study investigates the moderating role of emotional intelligence in the relationship of transformational leadership and organizational commitment in the services sector of Pakistan. Data was collected from 267 respondents from different organizations in the services sector of Pakistan, i.e. telecom, banking, health and educational institutions. Transformational leadership was measured with a 20-item MLQ, multifactor leadership questionnaire, emotional intelligence was measured a 16-item scale (WLEIS, Wong and Law Emotional Intelligence Scale) and a 25-item scale (OCQ) measured the organizational commitment. The moderating role of emotional intelligence was assessed by creating an interaction term and was regressed with a dependent variable. This study provides managers with a new way to look at their employees attitudes, especially their commitment to their organization. Managers from the services sector of Pakistan should pay attention to their emotional intelligence competencies and should utilize these competencies for promoting a sense of respect among their employees, by valuing their cultural norms and thus enhancing their commitment to the organization. These results also identify the importance of training programmes for enhancing both leadership and emotional intelligence competencies. This is a comparatively easy and inexpensive way of gaining employee commitment as compared to some costly rewards and benefit packages.

Keywords: transformational leadership, emotional intelligence, organizational commitment, services sector, Pakistan

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1. INTRODUCTION

In the modern world, the importance of leadership has grown manifold, compared to past. Nowadays the role of a leader has become very challenging in different ways, especially in the business world. With sharp growth, especially from a technological perspective, organizations have evolved where leaders have a considerable impact on the success and progress of organizations (Ogbonna, Harris 2000), and in this regard the services sector must take full advantage of efficient leadership practices to minimize employee turnover and enhance their performance and commitment. Organizations utilize different techniques and at times use expensive rewards to get a high level of commitment from its employees. Leadership has an important role in enhancing the commitment level of employees (Walumbwa, Lawler 2003). Although leadership is the most studied and discussed but seldomly comprehended phenomenon, still “no other role in organizations has received more interest than that of the leader” (Schwandt, Marquardt 2000, p. 177). The current study tried to test the role of the emotional intelligence competencies of managers and supervisors in enhancing the commitment level of their employees. These leaders are more effective if they can understand their own emotions and those of others (George, 2000). Ashford and Humphrey (1995) were of the opinion that changes in organizations may be brought about by constructing, organizing and stirring up of the emotions of members in the organization.

Transformational leaders have an emotional impact on subordinates by providing them with a vision of the future, communicating that vision to them and motivating them (Polychroniou 2009). Bass (2002) noted that emotional intelligence is of key importance for leaders with a transformational leadership style. Transformational leadership refers to a leadership type in which leaders possess charisma and provide intellectual stimulation, individualized consideration and inspirational motivation to followers (Pawar, Eastman 1997). These leaders have the capability to inspire their followers and to focus on the goals and achievements of common interests by promoting the performance level of their followers or employees (Judge, Piccolo, 2004). Transformational leaders are known for their effective use of emotions while communicating their vision to their followers (Ashkanasy, Tse 2000; Lewis 2000), enabling them to perform beyond expectations (Bass, 1985).

Goleman (1998) defined emotional intelligence as “the capacity for organizing our own feelings and those of others, for motivating ourselves,

and for managing emotions well in ourselves and in our relationships”. Emotional intelligence is one’s capability to be aware of oneself, the feelings of others, and being able to use this ability in guiding one’s own behaviour (Salovey, Mayer 1994). These definitions explain the importance of emotions in leadership practices.

Researchers have identified the need for understanding the mechanism and the styles by which a leader may have an impact on others (Castro, Perian, Bueno 2008; Tsai, Chen, Cheng 2009). Transformational leadership and emotional intelligence may be studied in relation to different organizational outcomes and other work-related attitudes, i.e. organizational commitment and job satisfaction (Polychroniou 2009).

In Pakistan, limited research studies have been conducted with emotional intelligence as a variable of interest; the relationship of emotional intelligence with academic performance (Farooq 2004), conflict management (Kiani 2003) occupational stress (Aslam 2004) marital quality (Batool, Khalid 2012), but no study has tested leadership and organizational commitment in relation to emotional intelligence. Similarly, emotional intelligence as a moderating variable has been rarely studied in relation to work related attitudes and leadership in Pakistan. Thus the current research study tested the relationship of transformational leadership with emotional intelligence and also offered guidance about the relationship of organizational commitment with transformational leadership along with the moderating role of emotional intelligence in the Pakistani services sector. The services sector has shown a tremendous growth and has provided steady support in Pakistan’s economic growth and its share in GDP now stands at more than 50 percent (Ahmed, Ahsan 2011). It is expected that there must be some good leadership practices prevailing in the services sector of Pakistan. Service work involves interacting with others (customers, colleagues and managers), therefore dealing with emotions is inevitable, and emotional intelligence as an ability to perceive, use, understand and manage emotions is critical for service providers to effectively carry out their work (Jain, Gupta 2012).

The current study contributes to the literature available on organizational commitment and leadership by introducing a new idea of emotional intelligence as a moderator. Most employees are given benefits and rewards for enhancing their commitment levels, but that may be very costly. In this regard the current study has identified a simple and a comparatively inexpensive way of enhancing employee’s commitment levels, that is by utilizing the emotional intelligence competencies and skills of the

supervisors and managers. The study also contributes to the literature by testing whether the western-developed concepts of leadership, emotional intelligence and organizational commitment are useful in understanding the prevailing leadership practices in Pakistani organizations and culture. This study was conducted in Pakistan, where employees have a high regard for respect and values, especially in the context of their cultural norms. Thus the results of this study may be generalized to other collectivist cultures, especially where cultural norms are valued and respected. The study tested the role of emotional intelligence as a moderating variable, and it was assumed that effective managers and supervisors in Pakistani organizations would be utilizing these competencies in understanding their employees' needs, problems and demands, and would effectively motivate them by valuing their cultural norms and would be able to get their commitment by winning their hearts through the promotion of trust and respect.

The remainder of the research study is structured as follows. After the introduction which is presented in Section 1 above, Section 2 shows the review of literature. Data collection and methodology are explained in Section 3. The results are discussed in Section 4 and the final section concludes the study.

2. LITERATURE REVIEW

2.1. Transformational Leadership

The idea and approach of Burns' transformational and transactional leadership was further explained and elaborated by Bass (1985b) in an organizational context rather than political. Transformational leadership has been defined as "influencing followers by broadening and elevating followers' goals and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement" (Dvir, Eden, Avolio, Shamir 2002, p. 735). Transformational leaders influence the moral values of followers, elevating their hopes and expectations, motivating them for effective and high quality performance in an organizational context (Bass 1990b). Bass (1990b) declared that transformational leaders motivate followers with a vision about achievement through individual endeavour and struggle. This enables followers accomplishment beyond what may have been expected or even hoped for. Transformational leaders treat their followers with respect and this respect forms a connection and association between both leader and the follower (Bass 1990a). To strengthen the

leader–follower association, transformational leaders can easily bring in the optimism and motivation required for the elevated performance and wellbeing of the individuals attached to the organization (Küpers 2005). These leaders are able to provide the required emotional energy and strength needed for organizational changes and progress (Bass, 1990).

There is a need to analyze and further investigate the mechanisms behind the impact that leaders have on their employees (Tsai *et al.* 2009), especially the impact that leads to an enhanced level of employee commitment. The current study attempted to investigate how these transformational leaders obtain an enhanced commitment from their employees, and if there is any significant role for emotional intelligence in this process.

Emotional intelligence has emerged as one of the important areas of study among all the areas of study regarding emotions in the workplace (Goleman 1998).

2.2. Emotional Intelligence

Salovey and Mayer (1990) were almost the first to coin the term “emotional intelligence”. They described emotional intelligence in terms of skills as “relevant to the accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feeling to motivate, plan, and achieve in one’s life” (Salovey, Mayer 1990, p. 185). Emotional intelligence has also been defined as “the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth” (Mayer, Salovey 1997, p. 10).

Emotional intelligence is considered to be a ‘softer’ constituent of complete or total intelligence, playing a role in private and professional life (Turner, 2004). Similarly, people having a high level of emotional intelligence achieve more success in their career, also establish effective relations, can lead with efficiency and are even healthier than others with minimal level of emotional intelligence (Cooper 1997). Sosik and Megerian (1999) explained that people who were more emotionally intelligent than others showed more confidence in their capabilities in handling activities of life, and this confidence offered them a personal focus and motivation in life. Lubit (2004) divided emotional intelligence into two main components; personal competence and social competence. According to this concept,

personal competence refers to self-awareness and self-management, whereas social competence is mainly concerned with social awareness and relationship management.

Bar-On (2005) declared that emotional intelligence is a combination of both social and emotional capability that explains how efficiently one knows and comprehends oneself, others, and can deal with the activities of life. This combination of both social and emotional capability may efficiently contribute to understanding one's own (leaders) and others (followers) emotions (Bar-On, 2005), and this may also help in understanding the impact of transformational leaders on their employee's commitment.

2.3. Organizational Commitment

Organizational commitment is considered to be a significant factor in the further understanding of the work-related attitudes and behaviour of employees (Manion 2004). Organizational commitment was identified with the three component model by Meyer and Allen (1991). They identified these components as affective, normative and continuance commitment (Gamble, Huang, 2008). Affective commitment is related to the emotional attachment of employees to their organization, continuance commitment refers to the commitment of employees to the organization due to the perceived opportunity cost of leaving the organization, and normative commitment refers to societal norms and values that affect employee's commitment to the organization (Yao, Wang, 2006).

2.4. Transformational leadership, emotional intelligence and organizational commitment

Transformational leaders appreciate and motivate followers by providing them with an opportunity of decision-making that is expected to conclude in an enhanced level of organizational commitment (Wayne, Liden, Sparrowe 2000). Transformational leadership stimulates followers to find out new ways to provide solution to crises and disputes, and recognize their needs; encourages followers to get involved in their work, which results in an enhanced form of organizational commitment (Walumbwa, Lawler 2003). Research studies prove that transformational leadership has positive links to organizational commitment in different organizational setups and cultures (Dumdum Lowe, Avolio 2002; Walumbwa, Lawler 2003). The research study of Wong and Law (2002) proved that emotional intelligence elevates

employee satisfaction at work. Emotional intelligence and working life were studied, and the results showed a positive relationship between the two (Dulewicz, Higgs, Slaski 2003).

The above mentioned research studies concluded that transformational leadership has a positive impact on organizational commitment (Walumbwa, Lawler 2003) but limited evidence is available about the same effect in Pakistani organizations. Similarly, there is little evidence available about the impact of emotional intelligence on feelings and the mindset of people in the workplace (Carmeli 2003; Wong, Law 2002), and emotional intelligence has rarely been studied in relation to work-related attitudes like organizational commitment, especially in Pakistan.

Thus the current study tests the impact of emotional intelligence as a moderating variable in the relationship of transformational leadership and organizational commitment. In a collectivist culture, the leaders who value their people are expected to be more effective compared to others who do not value their people (Ramamoorthy, Flood 2002). Pakistan is a collectivist society and hence people tend to give importance to their values and cultural norms, so a leader in such a culture, in an organization, is expected to show due respect to the values and norms of the people or employees. Summarizing, emotional intelligence moderates the relationship of transformational leadership and organizational commitment:

H1 (a): Transformational leadership is positively related to organizational commitment.

H1 (b): Emotional intelligence positively moderates the relationship between transformational leadership and organizational commitment.

2.5. Affective Commitment

Affective commitment is considered to be an emotional attachment of individuals to their organization (Allen, Meyer, 1990). In this context, Allen and Meyer (1990) put forward their opinion that individuals enhance emotional links to their organizations, especially when these individuals are eager to support their organization in achieving its objectives. Individuals with an elevated level of affective commitment prefer to stay with the organization due to the positive feelings that they derive from their employment relationship. This positive feeling that employees derive from their employment relationship is expected because of a leader who is emotionally intelligent and is able to bring this positive feeling and hence the

affective commitment of his/her employees. The following hypotheses can be stated as:

H2 (a): Transformational leadership is positively related to affective commitment.

H2 (b): Emotional intelligence positively moderates the TL – affective commitment relation.

2.6. Continuance commitment

One of the three facets of organizational commitment is continuance commitment, the idea and concept was taken from Becker's (1960) theory of commitment. According to this theory, the long-time service of individuals becomes an investment which is considered costly when these individuals leave their organization. Investment of such nature includes time, work effort and even skills. This type of commitment is more concerned with the cost of leaving the organization.

This cost of leaving the organization for the employees may be linked to the interest of both the employees and the employer. This mutual interest of both employees and the employer (organization) sets up the stage for the Social Exchange Theory that explains that individuals enter into a relationship with their employing organization to maximize the benefits they obtain (Blau 1964). The current study considers the role of an emotionally intelligent leader as being very important in creating a feeling of mutual interest, therefore the argument is hypothesized as:

H3 (a): Transformational leadership is positively related to continuance commitment.

H3 (b): Emotional intelligence positively moderates the TL – continuance commitment relation.

2.7. Normative commitment

The third component of organizational commitment is the normative commitment, which is more concerned with the feeling of moral bonds with the organization. Individuals with an enhanced level of continuance commitment have a feeling of remaining with the organization (Allen, Meyer 1990). Normative commitment has been termed as the moral compulsion of employees, especially when their organization invested in them (Randall, Cote 1991). Researchers like O'Reilly and Chatman (1986)

describe the normative commitment in the context of values. Jaros and et al. (1993) considered normative commitment as a moral obligation.

Some research scholars have not considered normative commitment as an important component of organizational commitment in their research studies and provided their argument as follows: normative commitment depends on the prior attitudes and values of employees before joining the organization (Newman, Thanacoody, Hui 2011). But employees in services sector organizations in Pakistan – a collectivist culture – have a great concern for their cultural values and norms, and this study is an attempt to investigate whether there are any ties or positive links existing between a leader's transformational emotional intelligence and the normative commitment of the employees. It is expected that leaders with a high level of emotional understanding of employee's needs and concerns would be able to value these employees, their cultural values and norms. This would allow employees to reciprocate by enhancing their normative commitment, so hypotheses based on the above argument can be:

H4 (a): Transformational leadership is positively related to normative commitment.

H4 (b): Emotional intelligence positively moderates the transformational leadership normative commitment relation.

The above discussion confirms the strong correlation between transformational leadership, emotional intelligence and organizational commitment. In the subsequent section, an effort has been made to develop and tests the leadership model in the Pakistan's services sector.

3. DATA SOURCE AND METHODOLOGY

3.1. Participants

Questionnaires were distributed to obtain data from 300 respondents from different organizations in the services sector, mostly middle management, but the responses received amounted to 275, the remaining 25 did not respond. So the response rate turned out to be 91.6%, but 8 of the questionnaires were filled in improperly and so were incomplete. The response rate turned out to be 89%. The data from these questionnaires was put into SPSS sheets, and the missing values among the responses were adjusted by taking the mean value.

The basic aim of targeting middle management was that they could easily understand the purpose of the study and were able to comprehend the matter and content of the questionnaire. Only some of the top and lower managers

participated, but as a low percentage compared to the middle management. The questionnaire was basically designed and edited in order to measure the perception of employees (subordinates) regarding the transformational leadership and emotional intelligence of their supervisors. Questionnaires are considered to be an effective way of data collection, because in this case the researcher is aware of what to measure and how to measure it (Sekaran 2000). Most of the respondents still had difficulty in understanding the content of the questionnaire, therefore the content of the questionnaire was explained to almost every respondent in order to avoid errors and acquiescence bias.

Most of the respondents took about 15 minutes to complete the questionnaire straightaway and returned it, while a few of the respondents were given some more time at their own request. Respondents did not give their names as it was not asked for in the questionnaire. These respondents were also assured that their responses would be kept completely confidential. In most cases, an intermediary was used to collect data as there was a lack of trust for outsiders. These difficulties regarding mistrust of outsiders resulted in non-probability sampling, convenience sampling technique. This sampling strategy is justified in cases of serious mistrust (Zheng, Morrison and O'Neil 2009). Table 1 shows the descriptive statistic of the study. Respondents on the basis of gender were 209 (78.3%) males, while the female respondents were 58 (21.7%), of the total sample. Similarly, on the basis of marital status, the respondents were 108 (40.4%) un-married (single), whereas 159 (59.6%) were married. On the basis of age, the respondents were 21 (7.9%) from the age group 18-25 years, coded as 1 in the data sheet. Similarly, there were 78 (29.2%) from the age group 26-35 years, coded as 2 in the data sheet. In the age group 36-45 years, the number of respondents was higher, 144 (53.9%) of the sample, coded as 3. The respondents were 24 (9%) of the sample, from the age group of 46-55 years, coded as 4 in the data sheet. The respondents' educational qualification was either a graduation or Master's degree. Respondents with a Master's degree were 223 (83.5%) of the total sample, whereas respondents with a graduation degree were 44 (16.5%) of the total sample. The respondents were employed in different organizations from the services sector of Pakistan. In this context, the respondents from banks were 109 (40.8%), from the health sector 26 (9.7%), from the telecommunication sector 107 (40.1%) and from the private educational institutes 25 (9.4%). The respondent, based on their experience were 158 (59.2%) below 8 years, and above 8 years of experience there were 55 (20.6%) of the total sample. Similarly, the respondents with experience of 10

years or more were 54 (20.2%). The respondents of this study mostly were from middle management (123, 46.1%). Middle management provided with an educated sample which had a better understanding of the questionnaire. Similarly, some of the top managers (25, 9.4%) also responded to the questionnaire. Some of the respondents were from the supervisory level (32, 12%), and some were from the technical staff (87, 32.6 %).

Table 1
Demographic Variables

<i>Demographic Variables</i>		<i>N</i>	<i>Percentage %</i>
Gender	Male	209	78.3
	Female	58	21.7
Marital status	Single	108	40.4
	Married	159	59.6
Age	18-25 years	21	7.9
	26-35years	78	29.2
	36-45 years	144	53.9
	46-55 years	24	9
Educational qualification	Graduation	44	16.5
	Master's	223	83.5
Organizations of employment	Banking	109	40.8
	Health	26	9.7
	Telecommunication	107	40.1
	Educational	25	9.4
Experience in organization	Less than 8 years	158	59.2
	More than 8 years	55	20.6

Source: authors' estimation based on survey data (i.e., questionnaires)

3.2. Instruments

3.2.1. Multi-factor leadership questionnaire

The multi-factor leadership questionnaire used for this study is the enhanced version of MLQ developed by Bass and Avolio (1995). The scale consisted of 20 items, with the anchors as 0=not at all, 1=once in a while, 2=sometimes, 3=fairly often, and 4=frequently, if not always and rated with the itemized rating scale. The questionnaire was edited for the measurement of perception, instead of the self-rating measure by merely changing the items as instills pride in others for being associated with him/her” instead of “I instill pride in others for being associated with me”. Hence the questionnaire was used for measuring the perception of employees regarding their supervisor’s leadership.

Den Hartog, Van Muijen and Koopman (1997), supported the findings of Avolio, Bass and Jung (1995), and the reliability values for the MLQ were found between 0.72 and 0.93. The alpha reliability value for the current study was found to be 0.86.

3.2.2. Organizational commitment questionnaire

The instrument used for the measuring of organizational commitment was OCQ, the organizational commitment questionnaire by Meyer and Allen (1991). The scale was to measure three components as affective, continuance and normative. The instrument is composed of 25 items, where 8 items measured the affective commitment, with sample items as: “*I would be very happy to spend the rest of my career with this organization*”. In the same context, the continuance commitment scale (CCS) was measured with 9 items, having a sample item as “*Leaving this organization would require a considerable personal sacrifice*”. Similarly, the normative commitment was measured with 8 items labeled as Normative Commitment Scale (NCS), with sample items as “*I feel a sense of moral obligation to continue working with this organization*”. No changes were brought to the questionnaire regarding the wording of the items. The responses are rated on the Likert scale, with anchors as 1=strongly agree, 2=agree, 3=neither agree nor disagree, 4=disagree, 5=strongly disagree.

From the studies of Allen and Meyer (1990), the results regarding the alpha reliability revealed the Cronbach Alpha coefficient for the OCQ and subscales as: for affective commitment the reliability was reported as 0.87, for continuance commitment it was 0.75 and for normative commitment it was 0.79. Whereas in other studies these values were reported as 0.79 for

affective commitment and for continuance and normative commitment, these values were 0.69 and 0.65 respectively (Cohen, 1996). The alpha reliability value for the current study was found to be 0.857 for organizational commitment, 0.800 for affective commitment, 0.789 for continuance commitment and 0.801 for normative commitment, respectively.

3.2.3. Wong and Law Emotional Intelligence Scale

The instrument used for this study was the Wong and Law Emotional Intelligence Scale (WLEIS). This tool consists of 16 items rated as, 0=strongly, 1=disagree, 2=unsure, 3=agree, 4=agree strongly, based on an itemized rating scale. The sample item is “*He/she has a good sense of why he/she has certain feelings most of the time.*” The scale was selected because it was a short scale compared to other scales of emotional intelligence as Bar-On (1997) with 133 items. Similarly other instruments of emotional intelligence include the Mayer–Salovey–Caruso Emotional Intelligence Scale (MISCEIT) with 141 items. The Wong and Law Emotional Intelligence Scale (WLEIS), measures four concepts: self-emotional appraisal, others emotional appraisal, use of emotion and regulation of emotion. The reliability values regarding the internal consistency of the instrument ranged from 0.83 to 0.90. Wong and Law (2002) considered this instrument as reliable and valid, and a better alternative for other scales of emotional intelligence. In the next step, the Cronbach Alpha for the instruments used in this study is mentioned (see Table 2).

Table 2
Reliability Measure

Scales	No of items	Cronbach Alpha
Transformational leadership (MLQ)	20	.865
Emotional Intelligence (WLEIS)	16	.907
Organizational Commitment (OCQ)	25	.857
Affective Commitment Scale (ACS)	8	.800
Continuance Commitment Scale (CCS)	9	.789
Normative Commitment Scale (NCS)	8	.801

Source: authors' estimation based on survey data (i.e., questionnaires)

4. RESULTS

Correlation measures the extent and direction of the relationship existing among the variables of interest (Bryman and Cramer, 1990). The relation between both transformational leadership and organizational commitment was found to be positive and significant ($r = 0.486^{**}$, $p < 0.0001$) but the correlation is not very strong, and can be termed as moderate. Affective commitment was also found to be positively correlated with transformational leadership ($r = 0.547^{**}$, $p < 0.0001$), which indicated that the relationship between transformational leadership and affective commitment was positive and significant. Continuance commitment was not significantly correlated to transformational leadership ($r = 0.094$, $p > 0.05$). Normative commitment was also tested for the correlation with the independent variable (transformational leadership), and the results proved that there was a significant and positive, but weak ($r = 0.392$, $p > 0.05$) relationship between normative commitment and transformational leadership (see Table 3).

Table 3
Correlation Matrix

Variables	1	2	3	4	5	6
Transformational Leadership	1					
Emotional Intelligence	0.662	1				
Organizational Commitment	0.486	0.524	1			
Affective Commitment	0.547	0.607	0.650	1		
Continuance Commitment	0.094	0.101	0.554	0.248	1	
Normative Commitment	0.392	0.372	0.523	0.563	0.229	1

Source: authors' estimation based on survey data (i.e., questionnaires)

The relationship of leadership and organizational commitment was tested in different setups and with different sample sizes and the results of these studies have shown an unexpectedly weak or inconsistent relation between a predictor and a criterion. Some research studies have shown weak correlations of leadership with organizational commitment (Yiing, Ahmad 2008). Similarly, a study conducted by Pakistani scholars with employees of

university libraries showed no relationship between leadership and organizational commitment (Awan, Mahmood 2009). According to Barron and Kenny (1986), moderating variables are typically introduced when there is an unexpectedly weak or inconsistent relation between a predictor and a criterion variable (e.g. a relation holds in one setting but not in another, or for one subpopulation but not for another).

4.1. The moderating role of emotional intelligence

The moderating role of emotional intelligence in the relationship of transformational leadership and organizational commitment along with its components was calculated by assessing the change in *R* square change, after regressing the interaction term. The interaction term was created for the test of moderating the effect of emotional intelligence and in order to avoid multi-collinearity. The independent variables (including the moderating variable) were centered and standardized. For this purpose, initially z-scores were found for both transformational leadership and emotional intelligence and their product was taken. The regression tests were conducted to check and test the hypothesis considering the moderate role of emotional intelligence in the relationship between transformational leadership and organizational commitment.

Table 4 gives the details of the regression coefficients, involving continuance commitment as a dependent variable. The results show that the transformational leadership had no significant direct relationship with the continuance commitment ($\beta = .025, p > 0.05$), supporting the findings of the correlation results (see Table 3), where the results did not support the alternate hypothesis and null was accepted regarding the relationship between transformational leadership and continuance commitment. The results show that there is no significant effect of the interaction term ($\beta = .134, p > 0.05$), and explains that the moderating effect of emotional intelligence is not significant in the case of the relation between transformational leadership and continuance commitment. These results provide a reason for rejecting the alternate hypothesis and accepting the null hypothesis in the case of hypothesis H3 (b).

The last hypothesis of the study suggested testing for the presence of the moderating effect of emotional intelligence (EI) in the relationship between transformational leadership and normative commitment as a dependent variable. Table 4 explains the results of the regression analysis in the form of a model summary. The *R* square change value (0.108, $p < 0.0001$), explains the 10% variance in the dependent variable due to the interaction term, showing the presence of the moderating effect of EI.

The results according to Model 1 (Table 4), showed that transformational leadership was a good predictor of normative commitment ($\beta = .279, p < 0.05$), supporting the correlation results in Table 3, and the hypothesis H4 (b). Now taking in consideration Model 2 in the case of normative commitment as a dependent variable, some interesting findings were revealed. The interaction term was shown to be a good predictor of normative commitment ($\beta = .375, p < 0.0001$), which proved that EI moderated the relationship of transformational leadership and normative commitment. In this context, the null hypothesis was rejected and the hypothesis was accepted.

Table 4
Regression Analysis

Model	Variables	β	R^2	<i>R Square Change</i>	sig
1	Transformational Leadership	.526			.000
Statistical test:			.345	.345	.000
2	Transformational Leadership	.633			.000
Statistical test:			.516	.171	.000
	interaction term	.470			.000
<i>Dependent Variable: Organizational Commitment</i>					
1	Transformational Leadership	.482			.000
Statistical test:			.427	.427	.000
2	Transformational Leadership	.606			.000
Statistical test:			.661	.233	.000
	interaction term	.550			.000
<i>Dependent Variable: Affective Commitment</i>					
1	Transformational Leadership	.025			.834
Statistical test:			.010	.010	.253
2	Transformational Leadership	.056			.646
Statistical test:			.024	.014	.065
	interaction term	.134			.065
<i>Dependent Variable: Continuance Commitment</i>					
1	Transformational Leadership	.279			.013
Statistical test:			.158	.158	.000
2	Transformational Leadership	.364			.001
Statistical test:			.266	.108	.000
	interaction term	.375			.000
<i>Dependent Variable: Normative Commitment</i>					

Source: authors' estimation based on survey data (i.e., questionnaires)

The *R square change* value (0.171, $p < 0.0001$) showed that a 17% variance in the OC can be accounted for the moderating variable, and clearly indicated the moderating effect and is significant at the same time. Table 4 shows a direct relation between transformational leadership and OC ($\beta =$

0.526, $p < 0.0001$), whereas after involving the interaction term the results are ($\beta = 0.633$, $p < 0.0001$). The interaction term has ($\beta = 0.470$, $p < 0.0001$) also a value showing the impact of emotional intelligence as a moderator in the relationship between transformational leadership and organizational commitment. As proposed in hypothesis H1(b), it is proved that there does exist a moderating effect of emotional intelligence on the relation between transformational leadership and organizational commitment.

The *R square change* value from the results is 0.233 ($p < 0.0001$), which shows that the 23% of variance in affective commitment can be accounted for by the moderating variable effect, and the value gives a significant prediction of the presence of the moderating variable effect. The affective commitment and also transformational leadership, according to Model 1, proved to be a good predictor ($\beta = 0.482$, $p < 0.0001$) of affective commitment. The results given here revealed the presence of the moderating effect of emotional intelligence in the relationship of transformational leadership and affective commitment, ($\beta = 0.550$, $p < 0.0001$), proved their effect of a moderating variable for the relationship between transformational leadership and affective commitment.

The Hypothesis H3 (b), states that there may be a moderating effect of emotional intelligence in the relationship of transformational leadership and continuance commitment as a dependent variable. The model summary is shown in Table 4 for the regression analysis, with continuance commitment as a dependent variable. The results here reveal no significant value for the *R square change* (0.014, $p > 0.05$), and the value was very small, which showed that only 1% of variance may be accounted for the moderating variable in continuance commitment.

4.2. Discussion

The results of the current study supported the findings of Walumbwa and Lawler (2003), where they considered that transformational leaders inspire followers to seek new solution to crises and disputes, recognize their needs, and inspire them to get involved in their work, which results in an enhanced form of organizational commitment. In Pakistan's services sector the reason for the enhanced level of commitment of these followers may be due to their trust in the organization and their leader. Employees are more committed to their leader if their leader is trustworthy (Price 1997).

In line with hypotheses 1a and 1b, the current research study has been able to show a significant and positive relation between transformational leadership

and organizational commitment in the services sector of Pakistan. It has also added to the management literature by providing evidence of the moderating relation of emotional intelligence in the relationships. These findings support the findings of Dumdum *et al.* (2002) who explained the positive correlations between transformational leadership and organizational commitment in different national and organizational setups. The reason may be that transformational leaders have the capability of motivating followers for an enhanced level of achievement, along with an opportunity in the decision making process, thereby enhancing the level of organizational commitment of the employees or the followers (Wayne, Liden, Sparrowe 2000).

In line with hypotheses 2a and 2b, transformational leadership has a strong correlation with affective commitment. Among the three constructs of organizational commitment, affective commitment was found to have strong correlation values with transformational leadership, and these findings supported those of Kent and Chellaurai (2001). The above results show that a transformational leader with emotional intelligence can enhance and achieve an elevated affective commitment from his/her followers. In an organizational perspective, the same findings may be applied, and leaders, if they are trained regarding the emotional intelligence competencies, can bring higher affective commitment among their followers. In Pakistan, a collectivist culture, there is a great regard for self-respect and self-esteem of individuals, therefore any organization offering material benefits only, may not guarantee their employees' commitment to the organization. The emotional attachment of employees to the organization may be attributed to the transformational leadership style of the supervisor and his/her emotional intelligence and the way they utilize these skills and competencies. According to the results, the effective utilization of these emotional intelligence competencies may enhance the affective commitment of employees to their organization.

In line with hypotheses 3a and 3b, strong continuance commitment of the employees refers to their fear of losses, especially in the context of time, of money or any other investment of effort: additionally, the non-availability of opportunities may also lead to a higher level of continuance commitment (Meyer, Allen 1997). Therefore the reason for low correlations in the case of continuance commitment as a dependent variable with transformational leadership can be accounted for by the fear of losses in the form of time, money or any other investment. Transformational leadership cannot account for the continuance commitment of the employees to their organization, as they may not consider a leader's attributes a reason to be perceived as a loss.

Similarly, a lower value regarding the result of the relationship between continuance commitment and transformational leadership compared to affective commitment, is due to the reason that employees stay with an organization, not merely due to losses or any other obligation, but because of the enthusiasm and involvement in their work and with their organization (Meyer, Allen 1997). In Pakistani organizations, the reason for the low correlations in cases of the relationship between transformational leadership and continuance commitment may be because transformational leadership is more motivational and enthusiastic, so low scores on continuance commitment, in this context also explains that employees commitment to their organization is not limited only to the material benefits. It also explains that the continuance commitment of the employees in Pakistani organizations is not affected by the transformational leadership style and qualities of their supervisor. There may be some other important factors other than transformational leadership that contribute to the enhancement of continuance commitment in Pakistani organizations.

In line with hypotheses 4a and 4b, the results proved that transformational leaders with emotional intelligence competencies can extract an enhanced normative commitment from their employees. The reason for the moral obligation or compulsion of employees as termed by Randall and Cote (1991) can be attributed to the moderating role of emotional intelligence along with transformational leadership. Emotional intelligence may be of prime importance in training and development efforts in the services sector in Pakistan at all the organizational levels. This is particularly true if organizations realize the value of nurturing a critical mass of emotional intelligence competencies for superior performance. In research studies, emotional intelligence is supported as a vital element in excellent job performance profiles, in employee behavior and organizational practices and dealing with workplace conflict (Roshandel, Arbatani, Mousavi 2012) they can enhance their employee's commitment. In the Pakistani context, the results support the concept that emotional intelligence along with transformational leadership can significantly contribute in developing a moral compulsion in employees regarding their commitment to the organization, thereby enhancing normative commitment in them. Emotionally intelligent leaders are therefore expected to have a keen level of understanding of the culture, values and norms of their employees. This is indeed a contribution to the existing literature of both organizational commitment and leadership, especially in collectivist cultures where there is a high respect for values and cultural norms. In collectivist societies, group

interests and society tends to operate on the basis of interpersonal relations rather than on the basis of impersonal institutions (Yeganeh, Su 2011).

This study has measured the perception of employees about their supervisors' transformational leadership and his/her emotional intelligence with respect to their (employees) commitment to the organization. The results may be generalized to other sectors of Pakistan and even to the other collectivist cultures, and may be used for the enhancement of leadership practices and emotional intelligence competencies. A collectivist society and culture is expected to acknowledge, the support and concern that leaders may have for their followers, or employees in the case of organizations (Javidan, Dorfman, de Luque, House 2006).

4.3. Implications for practice

These results have associations with the training and development of leadership and emotional intelligence competencies. This study has provided managers with a new way to look at their employees' attitudes, especially their commitment to the organization, by taking emotional intelligence and its importance into consideration. The employee preference was also recognized throughout this study, and that was their choice of having transformational leaders as their supervisors with additional competencies of emotional intelligence. It was noticed that most followers follow a leader who has a transformational leadership style, they trust, support and adopt their leader's mission and values, and create a strong emotional bond with him/her.

The current study provides the managers with a set of guidance regarding the importance and significance of emotional intelligence and transformational leadership, in elevating their employee's commitment. Supervisors must have a keen understanding of the cultural norms and traditions, while exercising their managerial positions in Pakistani organizations. This effective understanding of cultural norms and its utilization for the better understanding of employee's attitudes may help in understanding the needs and demands of employees. These needs and demands of employees, if fulfilled, may enhance their level of commitment to their organization. Similarly, the understanding of the emotional state of employees allows the supervisors a better understanding, and knowing his/her employees helps create trust and get their commitment. But the interesting fact is that in the case of rewards, it may not always be financial incentives or rewards that work, as this study proves that understanding the emotional states of employees and culture and valuing them may enhance

the commitment level of employees. This is an inexpensive way of getting committed employees, compared to expensive rewards. This study was conducted in Pakistan – a collectivist culture – so the findings may be generalized to other collectivist cultures. It may have a limited application in an individualist culture, still it is encouraged to replicate the study in other cultures.

CONCLUSION

This study has contributed to the present level of knowledge and research conducted on transformational leadership, emotional intelligence and organizational commitment. The study has provided a new direction for research studies by considering emotional intelligence as a moderating variable in relationships between transformational leadership and work related attitudes. This may be one of the pioneering works based on applying emotional intelligence as a moderating variable, in the relationship of leadership and work related attitudes, especially in Pakistani culture and organizations. This study has provided a better understanding of emotional intelligence and its role in relation to different work related attitudes. The study has also contributed in highlighting the importance of leadership and emotional intelligence in enhancing the organizational commitment of employees. Therefore training must be encouraged for further enhancing the transformational leadership and emotional intelligence competencies.

Similarly, the conclusion has been drawn on the basis of the results that transformational leaders with an enhanced level of emotional intelligence can play a key role in enhancing his/her employees' commitment. This may be due to the level of understanding of the employees' emotions their needs and demands, and above all, their cultural values and norms by the leader.

This study was conducted in Pakistan – a collectivist society – where people value their culture, norms and traditions. It is therefore obvious that these people as employees would prefer a leader who understands their emotions, demands, needs and cultural values. This would allow these employees to reciprocate by showing a higher level of commitment to the leader and the organization.

The current study is limited in certain ways that include the sample size of the respondents. The sample size was small, 267 respondents, which may have lowered the possibility of generalizing the results. Also, the study was conducted in Pakistan, and it may give different results if replicated in other national cultures. However, the same study can be conducted by considering

other sectors of Pakistan. In this study only transformational leadership was studied, whereas in future other leadership theories and styles may be studied in relation to organizational commitment and emotional intelligence. Additionally, emotional intelligence and transformational leadership were studied as a one-dimensional component, future studies may consider the components of emotional intelligence and transformational leadership. In this study, transformational leadership was studied in relation to organizational commitment, whereas there are other leadership styles that may have an effect on organizational commitment that were not included in this study.

Future research may focus on studying transformational leadership and emotional intelligence in relation to different organizational outcomes, e.g. job satisfaction, staff turnover intentions, organizational citizenship behaviour, conflict management, etc. Similarly, the same study may be replicated in different cultures, such as African, American, European or Middle Eastern. Additionally, the components of transformational leadership, idealized influence, intellectual stimulation, inspirational motivation and individualized consideration, may be studied in relation to emotional intelligence and different organizational outcomes. The components of emotional intelligence may also be studied in relation to transformational leadership and work related attitudes.

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