

**LEADERSHIP STYLES AND THEIR INFLUENCE ON ORGANIZATIONAL  
COMMITMENT AND INTENTIONS TO STAY IN AN ORGANIZATION**

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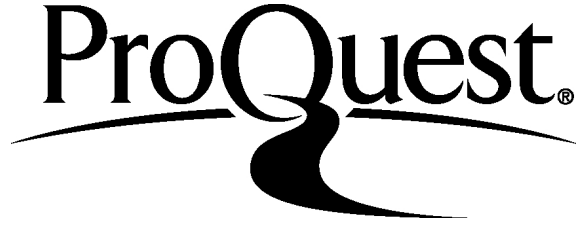
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## Abstract

People are an organization's most valuable asset and, therefore, can be a competitive advantage for any organization. This study was designed to determine whether a relationship exists between a call center employees' perception of their manager's leadership style, their level of organizational commitment, and their turnover intentions. Pearson chi-square testing was used to analyze this relationship. The survey instruments used to collect data were a combination of 3 existing validated instruments, including a short demographic section. The instruments used in the study are Bass's Multifactor Leadership Questionnaire 5x Short Form, Meyer and Allen's Three-Component Model of Employee Commitment Questionnaire, and the Michigan Organizational Assessment Questionnaire. These questionnaires were administered by a contracted commercial survey company. Statistical analysis found no significant relationship between leadership style and organizational commitment. The study also found no significant relationship between leadership style and turnover intentions. However, the study did find a relationship between leadership style, organizational commitment, and turnover intentions collectively. Further analysis was conducted to determine the relationship between organizational commitment and turnover intentions; the results found a strong relationship does exist. This would confirm the relationship found between leadership style, organizational commitment and turnover intentions collectively.

## **Dedication**

I wish to dedicate this dissertation to my husband, Clem LyVonski Johnson, and my children, Wynter Johnson, Justyce Johnson, and Bryndan Johnson. My family has walked this journey with me, encouraging me and supporting me along the way. Without them, this would not have been possible. I would like to make a special dedication to my grandmother, Pearlie Mae Allen, who is now deceased. She instilled in me morals and values and although she is no longer with me, she was my inspiration in completing this journey. Thank you for the love and support!

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I would like to acknowledge my Savior, Jesus Christ, because without him, I can do nothing. Secondly, my husband of 20-plus years has been my rock and number one fan throughout this entire journey. Through the sleepless nights and tears, he never left my side and continued to encourage me to never give up, saying, “You can do it!” I thank him from the bottom of my heart because of his many sacrifices for me to achieve this lifelong goal. I love you!

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## **CHAPTER 1. INTRODUCTION**

### **Introduction to the Problem**

In today's competitive environment, there are many factors that can influence an employee's decision to leave their employer. These factors can include an uncertain economy, manager/follower relationships, job satisfaction, organizational culture, and employees' perception of their job opportunities. It has been proven that organizational commitment can be a predictor of employee turnover; therefore, organizations can invest in their employees by ensuring that they recruit, hire, and retain the best employee (Morris & Sherman, 1981).

Living in a world in which opportunity is available to everyone, organizational commitment can no longer be solely tied to guaranteed employment (Scheible & Bastos, 2013). Human resources have the ability to move from organization to organization unlike other employer assets (Mohammed, Bhatti, Jariko, & Zehri, 2013). Studies prove that employees with a high level of organizational commitment view their employer as having favorable environmental characteristics which in turn leads to increased organizational retention (Lee, Walsh, & Mowday, 1992). Therefore, organizational success can be linked to the commitment of the employee. Along with organizational commitment, a manager's leadership style also plays an important role in the success of the organization. Mowday, Porter, and Steers (1982) contend that leadership can also be a predictor of organizational commitment.

Organizations are in an endless fight to be competitive. Leadership helps organizations to maximize their efficiency and to achieve organizational goals. Leadership has been defined as “an individual that exhibits the ability to influence an individual or group toward achieving goals” (Yukl, 1989). Therefore, one can say that the success of the organization can be heavily dependent upon the leader’s leadership style. Studies have shown that certain leadership behaviors can have an impact on employees that can affect the performance of the organization. Among these leadership behaviors, two that reign predominant are transformational and transactional leadership and their effect on employee outcomes (Stordeur, D’hoore, Vandenberghe, 2001). These leadership behaviors focus on the relationship between leaders and their employees and motivating performance. Managers that use proper leadership styles can have a positive effect on employee commitment which can lead to reduced turnover.

Employees are crucial in any business; therefore, the loss of key employees affects whether the business will be successful in reaching their organizational goals. This loss is known as turnover which has plagued many organizations in recent years. This has sparked continued investigations into the factors that affect this behavior. Very few employees leave their jobs without a good reason. Salary, lack of career opportunities, organizational culture, the employee’s relationship with their leadership, and job satisfaction are but a few that can be named. Turnover has been proven to have implications on organizational performance.

There are a number of studies that have investigated organizational commitment, transformational leadership, transactional leadership, and turnover. However, there is little literature that examines the impact that these two widely different leadership styles,

along with organizational commitment, have on call center employees and their decision to stay or leave their organization.

### **Background of the Study**

The study of leadership styles, employee commitment, and turnover within a call center environment is suitable in the 21st century. Modern organizations are challenged with determining what factors affect an employee's level of commitment and their decision to leave an organization. In this study, call center employees' perception of specific leadership behaviors and their level of organizational commitment and intent to leave were of key interest.

Early examination of leadership maintained a central focus on how to become a leader rather than defining leadership (Fiedler, 1981). Yukl (1989) defined *leadership* as the one individual that exhibits the ability to influence an individual or group toward achieving goals. A leader is determined to be effective based on their ability to influence others or their ability to complete the work of the organization (Fiedler, 1981).

Leadership theories have determined leaders who have certain leadership characteristics or display specific leadership behaviors are more effective than others. Early literature separated leadership behaviors into two categories: relations-oriented and task-oriented. Bass (1990) concluded that relations-oriented behaviors focused on the value of the relationship between the leader and follower whereas task-oriented behaviors focused on the task completed by the follower. Researchers have focused on the effectiveness of these two categories.

Emery and Barker (2007) completed a study in which they investigated the relationship between transactional and transformational leadership and employee

commitment along with job satisfaction within the banking and food service industries. The study revealed a higher correlation between transformational leadership and organizational commitment than transactional leadership based on the characteristics of the leader (Emery & Barker, 2007).

Transactional leadership uses reward and punishment as motivation toward employees and transformational leadership promotes ownership and freedom that assists employees in developing additional skills to grow (Khan, Hafeez, Hussain Rizvi, Hasnain, & Mariam, 2012). These two distinct behaviors can produce different employee outcomes. McLaurin and Al-Amri's (2008) study concluded that transactional leaders are control oriented and self-centered whereas transformational leaders embody charisma, which produces high performance. Clinebell, Skudiene, Trijonyte, and Reardon (2013) confirmed that there was a direct correlation between transactional and transformational leadership styles on a member's commitment to their organization. Several studies conclude that the responsibility of the leader in an organization falls into many categories and can have a direct effect on the member's organizational commitment, satisfaction with the job, and ultimately their decision to stay or leave an organization (Podsakoff, MacKenzie, & Bommer, 1996; Porter & Steers, 1973; Rich, 2006).

Another factor that concerns modern organizations when maintaining their competitive advantage is an employee's level of organizational commitment. Meyer and Allen (1991) conceptualized commitment into three approaches: affective, continuance, and normative. They believe commitment to be a psychological state that describes the employee's relationship to the organization and the consequences of their decision to stay with or leave the organization (Meyer & Allen, 1991). Additional research supports

Meyer and Allen's organizational commitment model. T. Becker (1992) determined that an employee's commitment to leadership go far past organizational commitment and, therefore, are better predictors of intentions to quit and performance. In a study completed by Bycio, Hackett, and Allen (1995), they concluded positive relationships between leadership behaviors and affective, continuance, and normative commitment. Evidence shows that a greater amount of commitment to the organization can reduce organizational effectiveness. In a later study, Lowe and Barnes (2002) proved a direct correlation between leadership behaviors and the follower's level of commitment. It is believed that when an employee feels that their employer has concern for their development and welfare, their level of commitment improves, which in turns decreases turnover (Sarminah & Salma, 2012).

Early research on turnover is typically related to one leaving an organization. The theoretical basis for turnover is primarily found in psychological literature concluding that an employee's perception of their work conditions lead to their decision to leave an organization (Hom, Caranikas-Walker, Prussia, & Griffeth, 1992). These psychological theories include that of organizational turnover theory. Several studies conclude that an employee's perception of their organization's support of their career goals and aspirations can influence organizational commitment and lower an employee's intentions of leaving the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Lynch, Eisenberger, & Armeli, 1999). In a more recent study of leadership behaviors, empowerment, and organizational commitment it was confirmed that an employee's perception of specific leadership behaviors, such as transformational leadership, increased an employee's

feeling of empowerment leading to enhanced organizational commitment (Ismail, Mohamed, Sulaiman, Mohamed, & Yusuf, 2011).

There is a plethora of research into the relationships between leadership behaviors, organizational commitment and turnover intentions, both historically and recently; however, there is little research on the relationship between a call center employee's perception of leadership behaviors, organizational commitment, and turnover intentions that include both transformational and transactional leadership behaviors. Further research into this relationship can assist practitioners in increasing the effectiveness of leadership styles within the organization, increase overall employee commitment, and reduce employee turnover in a call center environment.

### **Statement of the Problem**

Since the early 1990s, call centers have become an important source of customer contact and a huge employment generator (Russell, 2008). With jobs numbering in the millions, call centers have contributed significantly to the global economy (Russell, 2008). Call centers have been known to employ 1% to 3% of the population in the United States (McBain, 2002). Attracting and retaining employees in a call center can be challenging.

Turnover costs are significant to any organization, small or large. Leaders who have a positive impact on their employee's organizational commitment level can help reduce the cost of turnover in their organization. Studies have determined that certain leadership behaviors, such as transformational, and transactional, can have an impact on employees that can affect the performance of the organization (Stordeur et al., 2001). These leadership styles focus on the relationship between leaders and their

employees and their ability to motivate performance. Leaders that use transformational or transactional leadership behaviors may offer more of a significant impact into helping their organization in reducing turnover costs.

A manager's leadership style can have an effect on employees' organizational commitment and their decision to leave or stay with their organization; which in turn can have a negative impact on the success of the organization (Meyer & Allen, 1991). This study looked into the relationship between leadership styles, organizational commitment, and turnover intentions among call center employees. There is a need for organizations with call center environments to understand how their employees' attitudes toward organizational commitment and turnover intentions are affected by their manager's leadership style. Understanding this phenomenon may enable organizations to develop strategies to improve employee commitment and retention.

### **Purpose of the Study**

This study seeks to provide insight into the relationship among leadership styles, organizational commitment, and intent to stay among call center employees in a customer service environment. An investigation into this relationship may identify areas that will assist human resources managers in developing training programs that can assist managers in employee retention.

Most studies on leadership have focused on an array of leadership behaviors and their effect on the success of the organization. The purpose of this nonexperimental correlational, quantitative study is to determine if there is a relationship between leadership styles, an employee's organizational commitment, and an employee's intent to leave a call center environment. By determining whether a relationship exists between



these variables, one may be able to suggest the existence of a pathway between leadership styles, the level of an employee's organizational commitment and their decision to leave their organization.

Given an independent variable of leadership style determined by the employee's perception, this study used three existing instruments. The most commonly used tool to measure transformational and transactional leadership is the Multifactor Leadership Questionnaire (Bass, 1985). Organizational commitment was measured using the Three-Component Model of Employee Commitment (Meyer & Allen, 1991), which measures affective, normative, and continuance commitment. Intent to stay was measured by the Intent to Turnover from the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). In addition, a demographic tool was included to obtain general information about the participants in this study. The combined survey instrument was administered using a third-party panel to participants that met the inclusion criteria (call center employees employed in the United States aged 18–64).

### **Rationale**

As early as 1974, Porter, Steers, Mowday, and Boulian conducted a foundational quantitative study into the investigation of patterns in organizational commitment and job satisfaction as they related to turnover among psychiatric technicians. Somers (1995) conducted a quantitative study using the Three-Component Model of Employee Commitment to study job withdrawal intentions, turnover, and absenteeism. Chang's (1999) study quantitatively investigated the role that career commitment has on the relationship between the employee's perception of company practices and organizational commitment. Additionally, it studied the relationship between career commitment and the

relationship between the employee's perception of company practices and turnover intentions (Chang, 1999). Chew and Chan (2008) conducted a quantitative study by examining the impacts that key human resources practices have on a permanent employee's organizational commitment and intent to stay.

Additional quantitative studies were conducted that could be used as foundational rationale. Chen and Silverthorne (2004) conducted a quantitative study to explore leadership styles and employee readiness and the impact it may or may have on job satisfaction, job performance, job stress, and intentions to leave. Emery and Barker (2007) conducted a quantitative study into the effects that transactional and transformational leadership styles have on organizational commitment and job satisfaction among customer contact personnel. Walumbwa, Orwa, Wang, and Lawler's (2005) study quantitatively explored the nature of the relationship between transformational leadership, organizational commitment and job satisfaction by comparing Kenya and the United States. Raja and Palanichamy (2011) conducted a quantitative study by investigating both leadership styles, transformational and transactional, and its impact on employee's organizational commitment.

These studies are diverse in nature; however, they all offer support into the relationship among leadership behavior styles, organizational commitment, and turnover intentions. As in this study, most of these researchers used the same instruments and investigated some of the same relationships. The difference between this study and the foundational studies presented is the study into the relationship between transformational leadership, transactional leadership, organizational commitment, and intent to stay in a

call center environment. The results from this study seek to add the body of knowledge more theoretical studies that concentrate on the call center population.

### **Research Questions**

This study sought to answer the following research questions:

- RQ 1. Is there a relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment?
- RQ 2. Is there a relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization?
- RQ 3. Is there a relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their intentions to stay or leave the organization?

### **Significance of the Study**

This study is significant in many ways to both leaders and managers. The impact of an employee's decision to leave an organization can have a long lasting effect on an organization's bottom line. Pursuing this research provides implications for organizations that are experiencing high levels of turnover in their call center environments.

Understanding the cause of turnover allows the organization to adapt practices that will assist in minimizing turnover's harmful effect (Flint, Haley, & McNally, 2013).

This study seeks to contribute to the existing body of knowledge on leadership styles and its impact on an employee's organizational commitment or their decision to stay or leave the organization. The information from this study will provide insight on what influences an employee to remain committed to their organization. With this information leaders can provide an environment conducive to organizational commitment and employee retention. Employers will be in a better position when developing training

programs for managers that will assist them in retaining their best employees and achieving the results of the organization.

There is little research on the relationship between the employee's perception of their manager's leadership style and their commitment to the organization or their intent to leave an organization that includes both transformational and transactional behaviors. Further research into this relationship can assist practitioners in increasing the effectiveness of leadership styles within the organization, increase overall employee commitment, and reduce employee turnover.

### **Definition of Terms**

***Affective commitment.*** An employee's attachment to and involvement in an organization (Meyer & Allen, 1991).

***Call center.*** "An operation in which an employee utilizes the computer to receive (inbound) or make (outbound) telephone calls and those calls are processed and controlled either by automatic call distribution . . . and/or predictive dialing system" (Desai, 2010, p. 799).

***Continuance commitment.*** An employee's awareness of what they will lose if they leave an organization (Meyer & Allen, 1991).

***Leadership.*** An individual that exhibits the ability to influence an individual or group toward achieving goals (Yukl, 1989).

***Normative commitment.*** An employee's sense of responsibility to the organization (Meyer & Allen, 1991).

***Organizational commitment.*** A strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on the behalf of

the organization; a definite desire to maintain organizational membership (Porter et al., 1974).

***Transactional leadership.*** The relationship between the employee and the leader is based on the exchange of rewards or punishment for the employee's level of performance (Yukl, 1989).

***Transformational leadership.*** A leader's ability to influence the attitudes and assumptions of the employee within the organization to build organizational commitment (Yukl, 1989).

***Turnover.*** "Process of associates departing an organization within specified time frame as related to the overall average number of employees within an organization" (Koppenhoefer, 2013, p. 6).

### **Assumptions and Limitations**

Expounding on assumptions within a study is critical and necessary. Following are the assumptions of this study:

1. It was assumed that the terms used in this study (*transformational leader, transactional leader, organizational commitment, and turnover*) had a common meaning among the participants chosen for this study. It was assumed that the questions were worded in a way that each participant was able to interpret the question being asked with little guessing.
2. It was assumed that each participant answered each question honestly and accurately providing unbiased answers. This is a common assumption for most research involving human participants. I took measures to ensure the anonymity and confidentiality of all participants. The participant was given the opportunity to withdraw from the study at any time without any ramifications.
3. It was assumed that each participant answered the questions within the survey independently with no outside force or influence.

4. It was assumed that all participants had ample time to complete the three surveys presented, providing thorough responses with the time given.
5. It was assumed that the survey instruments used in this study are accurate, reliable, and valid as reported.
6. It was assumed that the sample size chosen for this study due to cost constraints was sufficient to support any correlations found.

Limitations are potential weaknesses in a study and are normally out of the researcher's control. Several limitations were noted in this study:

1. This study considered only two leadership styles: transformational and transactional. It did not include laissez-faire leadership. Exploring differing leadership styles can influence the employee's organizational commitment or intentions to leave the organization.
2. Survey data were limited to only call centers located in the United States. If other countries were included other factors such as cultural perspectives, this would impact the findings of the study.
3. The cost of using a third party to assist in collecting data limits the study to a set number of responses received.

### **Theoretical/Conceptual Framework**

This study of relationships between leadership styles, organizational commitment, and intent to leave is grounded in foundational theories of leadership, organizational commitment, and turnover. Leadership is one of the most researched topics in business and, therefore, one of the most debated topics. In this plethora of research the definition of leadership has been contested by many scholars (Metcalf & Benn, 2012). These scholars contend that although there are many definitions of leadership there is one constant within all definitions and that is that leadership is a "process of influence" (Metcalf & Benn, 2012, p. 372). Lussier and Achua (2013) defined *leadership* as "the influencing process of leaders and followers to achieve organizational objectives through

change” (p. 6). The leadership styles that have been discussed in the literature have been categorized into three main theories: trait theories, behavioral theories, and situational (contingency) theories.

Leadership theory took a paradigm shift when Bass’s transformational and transactional leadership behavioral model was presented. There are many studies that classify the difference between the two; however, Burns (1978) classified transformational leadership (relations-oriented) as having a direct contribution to the motivation and moral values of the employee. The leader has influence in changing the attitudes and assumptions of the employees within the organization to build organizational commitment (Yukl, 1989). Transactional leadership (task-oriented), unlike transformational leadership, is the relationship between the leader and the employee or follower is based on exchanges between the leader and the follower. These exchanges comprise of rewards or punishments in exchange for the follower’s level of performance. The affect that these two leadership styles have on followers can be different (Bass, 1985).

Organizational commitment has gained popularity due to its significant impact on an employee’s level of satisfaction with their job, turnover intentions and performance. This term has been defined differently by several scholars. Porter et al. (1974) defined *organizational commitment* as “(a) a strong belief in and acceptance of the organization’s goals and values; (b) a willingness to exert considerable effort on the behalf of the organization; (c) a definite desire to maintain organizational membership” (p. 604). Organizational commitment focuses on the employee’s commitment to the organization.

The foundation for organizational commitment theory in this study is introduced by Meyer and Allen in 1991. Meyer and Allen (1991) theorized organizational commitment into three categories: affective commitment, continuance commitment, and normative commitment. Affective commitment relates to the employee's involvement within the organization, continuance commitment relates to what the employee will lose if they decide to leave the organization, and normative commitment is the employee's sense of responsibility to the organization. The researchers believed that employees did not have to be categorized into one of these components; however, they could have varying amounts of each (Meyer & Allen, 1991). For example, an employee can maintain a sense of attachment to the organization as well have a strong obligation to the organization.

The theoretical basis for turnover is primarily found in psychological literature concluding that an employee's perception of their work conditions lead to their decision to leave an organization. These psychological theories include that of organizational turnover theory (Hom et al., 1992). Turnover is typically related to one leaving an organization. In recent literature, the determinants of turnover have been widely examined due to the effect that turnover has on the bottom line of the organization. "Factors contributing to turnover are of practical concern to the call center industry, as identification of the antecedents of turnover may point the way to reduce the problem" (Flint et al., 2013, p. 555).

Leadership theory, organizational commitment theory, and turnover theory are discussed in greater detail within the Chapter 2 literature review.



## **Organization of the Remainder of the Study**

This dissertation is presented in five chapters. Chapter 1 of this dissertation provided the background, nature, scope, and underlying research problem. Emphasis is placed on the relationship between transformational and transactional leadership styles, organizational commitment, and intent to stay among call center employees. Chapter 2 of this dissertation addressed the key theories and conceptual framework, along with providing a comprehensive literature review on transformational and transactional leadership behavior, organizational commitment, and turnover. Chapter 3 presents the methods of research. Discussion focuses on the population, sampling methods, and the measurement instruments. In Chapter 4, the results of the study are explained. Chapter 5 discusses the outcome of the results and discusses the impacts of this study on the field of leadership. In addition, discussion includes potential limitations and recommendations for future research.

## CHAPTER 2. LITERATURE REVIEW

The purpose of this study was to determine whether a relationship exists between a manager's leadership style, organizational commitment, and intent to leave among call center employees. This chapter reviews seminal and current literature, which includes leadership, organizational commitment, and turnover. This review begins with defining and explaining call centers. The review then moves into the history of leadership, specifically transformational and transactional. Next, the review presents studies that explore the relationship between transformational and transactional leadership, organizational commitment and turnover intentions. This literature review shows that there were very little studies available that concentrated on call center employees as research participants. This void provided the basis of this study.

### Call Centers

Interest into the study of call centers has been of growing interest to academic scholars. Since the early 1990s, call centers have become a central instrument for organizations to contact and interact with their customers (Russell, 2008; Taylor & Bain, 1999). Call centers have been a significantly growing channel of customer service and sales delivery in both the financial services and telecom industries (Frenkel, Tam, Korczynski & Shire, 1998). Taylor and Bain (1999) defined a *call center* as a “dedicated operation in which computer-utilizing employees receive inbound . . . or make outbound telephone calls, with those calls processed and controlled either by an automatic call distribution . . . or predictive dialing system” (p. 102). Call centers have redefined how organizations produce and deliver services to their customers through digital technology

involving fiber optics, switches, and personal computers. They allow customers to make business transactions via the telephone using technology that assists employees in answering questions, solving problems, and selling products (Frenkel et al., 1998). Since their appearance onto the scene, call centers continue to pique interest. This interest can be easily explained. Their economic impact and their importance in job creation have created continued interest into this phenomenon. Call centers have become one of the largest employment creators, offering millions of jobs in the United States (Russell, 2008).

Taylor and Bain were the pioneers of call center research (Russell, 2008). Their work originated in 1999 with an analysis into the call center labor process and the employee relations issues that are involved with it (Taylor & Bain, 1999). This was the beginning of defining what a call center is and how it compares to other organizational work formats. Their analysis argued a lack of academic accounts into the problems that managers in a call center environment face related to “motivation and commitment, labor turnover, the effectiveness of supervision, and the delivery of quality and quantity performance” (Taylor & Bain, 1999, p. 102). The study concluded that although the topic of employment relationship will remain a contested area of study, managers will be astonished to see that they have control of their workforce (Taylor & Bain, 1999). Call center employers are challenged with extracting more value from their employees in order to minimize their cost and maximize their profits (Taylor & Bain, 1999). The basis of Taylor and Bain’s work consisted of qualitative case studies that provided detailed data that established core themes into the study of call centers. Their work, although revolutionary, was subjected to additional study and refinement.

The work involved in call centers is characterized as being demanding, repetitive and stressful (Taylor & Bain, 1999). Holman (2002) believed that the well-being of the call center employee was of importance due to the demanding nature of this type of work. He noticed that previous literature, including that of Taylor and Bain, suggested four factors that had an effect on the well-being of call center employees: “job design, performance monitoring, [human resources] practices and team leader support” (p. 35). The author embarked on a study into the relationship between “call center practices, job design and monitoring, to employee well-being in call center work” (Holman, 2002, p. 45). The results from this study indicated the factors most highly associated with employee well-being were “high control of work methods and procedures, a low level of monitoring and a supportive team leader” (Holman, 2002, p. 35). These findings support that call center employers should resist unreasonable demands on employees, decrease the level of employee monitoring to reduce anxiety in employees, and provide training to team leaders to deal with sensitive issues such as performance feedback in a demanding environment (Holman, 2002).

Emotional labor and its impact on workplace influences such as job characteristics can be associated with existing theories of occupational stress (Abraham, 1998). Emotional labor is critical in today’s modern work environments. Lewig and Dollard (2003) continued the study into understanding the emotional demands in call center work and call center worker well-being given the high levels of turnover and absenteeism in this industry. Their work concluded that emotional discord was superior in importance as compared to emotional demands but it was equally important to social job demands and their overall effect on emotional exhaustion and job satisfaction (Lewig

& Dollard, 2003). As call center work environments continue to grow, call center employers can increase organizational commitment and retain valuable employees by providing a healthy work environment.

## **Leadership**

Leadership is one of the most researched and debated topics of literature on organizational behavior and management. In this plethora of research the definition of leadership has been contested by many scholars (Metcalf & Benn, 2012). Early examination of leadership maintained a central focus on how to become a leader rather than defining leadership (Fiedler, 1981). Metcalf and Benn (2012) contended that although there are many definitions of *leadership*, there is one constant within all definitions and that is that leadership is a “process of influence” (p. 372). Yukl (1989) defined *leadership* as the one individual that exhibits the ability to influence an individual or group toward achieving goals. The process of influence involves the relationship between the leader and the follower. A leader is determined to be effective based on their ability to influence others or their ability to complete the work of the organization (Fiedler, 1981). The literature has categorized leadership into three main theories: trait theories, behavioral theories, and situational (contingency) theories.

Early researchers believed that leaders must possess characteristics or traits such as aggressiveness, self-reliance, dominance, intelligence, values, and appearance to be effective in influencing their followers (Lord, De Vader, & Alliger, 1986). Gehring (2007) concluded in a study of applying the trait theory to the role of a project manager that none of the early studies could determine a nonleader from a leader. Seminal research further explains that one of the main challenges of the trait theory is that traits

only predicted a low percentage of leadership success (Kenny & Zaccaro, 1983; Lord et al., 1986). Metcalf and Benn (2012) believed that the reason for this was that “personality is a psychological construct and may not be displayed consistently to followers hence the next step was to look at behavioral style” (p. 376).

The study of behavioral leadership theory emerged from the focus of who the leader is to what the leader does and says. Behavioral theories attempted to explain the behavior style of the leader and how their behavior affected the follower. Similar to the early research of the trait theory, the study of behavioral theory made a considerable amount of contributions to leadership studies; however, there was no definite indication of the type of behavior a leader needed to portray to be a successful leader (Lussier & Achua, 2013). Denison, Hooijberg, and Quinn (1995) believed that leadership is evident through action and not reasoning. The two major studies that resulted from the study of behavioral theory were the University of Michigan and Ohio State University studies. The University of Michigan study identified two important leadership styles in the behavior of leaders: job-centered and employee-centered (Fiedler, 1981). The Ohio State University studies separated leaders into two categories by what their subordinates described them as being either more structured or more considerate (Fiedler, 1981). A more structured leader focuses on maintaining employee standards and evaluating employee performance; whereas, considerate leaders show concern for the well-being of the employee by involving them in decision making and listening to their suggestions (Fiedler, 1981).

Early literature separated leadership behaviors into two categories: relations-oriented and task-oriented. Bass (1990) concluded that relations-oriented behaviors focus

on the value of the relationship between the leader and follower whereas task-oriented behaviors focus on the task completed by the follower. Researchers have focused on the effectiveness of these two categories. Leadership can be considered as a relationship. Rost (1991) believed that the foundation of leadership is focused on the communication between the leader and the follower rather than the characteristics of the leader. It is out of this relationship that Bernard Bass and James Burn's theories of transformational and transactional leadership styles emerged. These leadership styles focus on the relationship between leaders and their employees and motivating performance. The study of these two widely different leadership styles and their effect on employee outcomes has received close attention (Stordeur et al., 2001). These two areas of leadership were used to analyze their impact on an employee's organizational commitment and their intentions to leave the organization in a call center environment.

### **Transformational Leadership**

The discussion of transformational leadership can be traced back to Burns's (1978) notion of transforming leadership. He classified transformational leadership (relations-oriented) as having a direct contribution to the motivation and moral values of the employee (Burns, 1978). Burns (1978) further explained "the result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents" (p. 4). He suggested that followers are influenced by leaders who fully engage them.

Bernard Bass's (1985) work refined Burn's initial concepts of transformational leadership. He provided a more developed description for transformational leadership. Bass explained that transformational leaders are leaders who motivate and inspire

followers to exceed what they had initially planned to do; thus, allowing leaders to achieve superior results for the organization. Bass (1998), along with other scholars, concluded that the core of transformational leadership is comprised of four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio, Bass, & Jung, 1999; Bass, 1985; Bycio et al., 1995; Howell & Avolio, 1993). Idealized influence includes leaders who are risk takers who maintain a consistent approach to leadership (Bass, 1998). These leaders are admired, respected, and trusted by their followers (Bass, 1998). Inspirational motivation includes leaders that behave in a way that motivates the followers to work toward clearly communicated goals (Bass, 1998). Intellectual stimulation involves leaders who foster innovation and creativity in their followers (Bass, 1998). Finally, individualized consideration includes leaders that are willing to accept the differences of followers and is willing to listen to and properly develop their followers (Bass, 1998). Transformational leaders identify the higher order needs of the follower by focusing on the intrinsic needs of the follower (Burs, 1978).

Transformational leaders practice a behavioral approach to leading followers by connecting with them on a more personal level (Northouse, 2004). Avolio and Gardner (2005) believed that true transformational leaders are authentic leaders who exhibit moral and ethical behaviors. Only in the eyes of the followers can leaders be seen as true transformational leaders (Avolio & Gardner, 2005). Judge and Bono (2000) offered further characteristics of transformational leadership from the Big Five personality traits: agreeableness, extraversion, and openness to experience. This supports that transformational leadership matters. Leaders who are classified as transformational by



their followers view them as being more satisfying and motivating (Judge & Bono, 2000). Exhibiting these actions build trust and respect among followers, thus, the leader is perceived as being reliable and genuine (Bass, 1998; May, Chan, Hodges, & Avolio, 2003). Without these attributes of leadership it would be difficult for transformational leaders to lead effectively within the organization (Parry, 1998).

### **Transactional Leadership**

Through the observance of political leaders in his seminal works, Burns (1978) linked transactional leadership to leaders who did the opposite of transformational leaders. He classified transactional leaders as opinion leaders, bargainers or bureaucrats, party leaders, legislative leaders, and executive leaders (Burns, 1978). Burns (1978) believed that transactional leadership involved transactions between the leader and the follower to get “jobs for votes, or subsidies for campaign contributions” (p. 4). These transactions make up the core of the relationship between the leader and follower (Bass, 1990; Burns, 1978). Bass (1990) explained that “a leader is transactional when the follower is rewarded with a carrot for meeting agreements and standards or beaten with a stick for failing in what was supposed to be done” (p. 618). Therefore, if a follower does something correct in the eyes of the leader, they will be rewarded, but if they do something wrong, they will be punished. In this sense, the leader–follower relationship is solely based on the follower accomplishing the desires of the leader. Burns understood that this type of relationship is short lived because transactions between the leader and the follower cannot be repeated, forcing them to move on to new transactional gratifications.

Leaders continue to be conscious of the connection between the effort and the incentive (Bass, 1998). Bass (1985) viewed transactional approaches as components of

contingent rewards and management-by-exception approaches to leadership. Contingent rewards are linked to the agreement made between the leader and the follower concerning the assignment to be carried out in exchange for a reward for successfully carrying out this agreement (Bass, 1998). Management-by-exception can be either active or passive. In active management-by-exception, the leader actively monitors “deviances from standards, mistakes, and errors, in the follower’s assignments” (Bass, 1998, p. 7) to immediately take corrective action. The leader’s goal is to ensure the fulfillment of the standards (Zagoršek, Dimovski, & Škerlavaj, 2009). Opposite of active management-by-exception, a passive leader waits for these deviances, mistakes, or errors to occur prior to taking corrective action (Bass, 1998). Transactional leadership can be seen in “recognition, rewards, informing, clarifying roles, and monitoring operations” (Bass, 1990, p. 249) among the leader–follower relationship. In this type of relationship the leader is pursuing a “cost-benefit or economic exchange” (Sarros & Santora, 2001, p. 386) with the follower and the follower is seeking to meet a psychological and material need in exchange for an “expected work performance” (Sarros & Santora, 2001, p. 386).

Transactional leadership theories are founded on the basis of a series of exchanges or bargains between leaders and followers (Den Hartog, Van Muijen, & Koopman, 1997). Kellerman (1984) further explained that transactional leaders involve their followers in a mutual dependent relationship that results in contributions from both sides in exchange for a reward. The success of a transactional leader depends on them repeatedly exceeding the expectations of their followers (Kuhnert & Lewis, 1985). On the surface, one can assume that this relationship can be a positive one; however, in reality, if a follower does

not meet a deadline or succeed in a project given by their leader the follower can feel a sense of failure.

### **Organizational Commitment**

Organizational commitment has gained popularity due to its significant impact on an employee's level of satisfaction with their job, turnover intentions and performance. This term has been defined differently by several scholars. Porter et al. (1974) defined *organizational commitment* as “(a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on the behalf of the organization; (c) a definite desire to maintain organizational membership” (p. 604). Mowday, Steers, and Porter (1979) believed this definition of organizational commitment was more than just the mere passive loyalty to an organization. It involves the person giving of themselves in order to contribute to the success or the well-being of the organization (Mowday et al., 1979). Therefore, organizational commitment focuses on the employee's commitment to the organization.

In H. S. Becker's (1960) side bet view of organizational commitment, he believed that commitment has been widely used but has received little official analysis. He continued to argue that in order for commitment to be fully understood one must analyze the system of its value within side bets (H. S. Becker, 1960). H. S. Becker defined *side bets* as “a consequence of the person's participation in social organizations” (p. 32). He argued that an employee who values the investment made into their organization out of the fear of potentially losing this valued investment, the employee will remain committed to the organization (H. S. Becker, 1960).

Angle and Perry's (1981) organization-based model view commitment as a function of the way the employee has been treated by the organization. Additionally, scholars believe that an employee's work experiences and job characteristics impact their level of commitment to the organization (Morris & Sherman, 1981; Steers, 1977). Thus, as "organizational membership unfolds, commitment develops as various organizational events are experienced" (Pierce & Dunham, 1987, p. 165). Based on this theory, Mowday et al. (1982) identified three categories of antecedents to organizational commitment: personal characteristics, role-related characteristics, and structural characteristics. An individual's age, gender, and race make up their personal characteristics (Mowday et al., 1982). Role-related characteristics are job related characteristics such as job scope, job autonomy, and role conflict (Mowday et al., 1982). Organizational size, culture, and policies are included in structural characteristics (Mowday et al., 1982). Eisenberger et al. (1990) suggested that an employee's perception of being valued or being cared for by the organization is linked to "(a) conscientiousness in carrying out conventional job responsibilities, (b) expressed affective and calculative involvements in the organization, and (c) innovation on behalf of the organization in the absence of anticipated direct reward or personal recognition" (p. 57).

Meyer and Allen (1991) expanded on Mowday et al.'s (1982) definition and separated organizational commitment into three components and defined *organizational commitment* as affective commitment, continuance commitment, and normative commitment. Affective commitment relates to the employee's involvement within the organization, continuance commitment relates to what the employee will lose if they decide to leave the organization, and normative commitment is the employee's sense of

responsibility to the organization (Meyer & Allen, 1991). They used these forms of commitment to characterize H. Becker's (1960) views of the commitment construct (Meyer & Allen, 1987).

Meyer and Allen (1991) viewed the three components as bases rather than types. They believed that employees did not have to be categorized into one of these components; however, they could have varying amounts of each (Meyer & Allen, 1991). Meyer and Allen argued that understanding the relationship between the employee and the organization begins when all forms of commitment are measured together. Based on this notion, they developed the Three-Component Model of Employee Commitment. First, the model explains affective commitment as four sets of characteristics: personal characteristics, structural characteristics, job-related characteristics, and work experiences (Meyer & Allen, 1991). These characteristics are the foundation of the employee's desire to maintain membership in the organization based on their work experiences (Meyer & Allen, 1991). Second, continuance commitment is the recognition of the costs that are associated with the employee leaving the organization (Meyer & Allen, 1991). This relates closely with H. S. Becker's (1960) notion of side bets. Employees are commitment based on these side bets and that would be lost if the relationship with the employer was discontinued. Third, normative commitment, relates to the employees sense of obligation to the employer based on internalized pressures used on the employee before and after they join the organization (Meyer & Allen, 1991). Employees who have a strong sense of affective commitment stay with the organization because they want to, employees with a strong level of continuance commitment feel they need to stay with the

organization, and employees with a high level of normative commitment feel obligated to stay with the organization.

Organizational commitment involves the attachment of employees to an organization. In spite of the variety of definitions employed by different scholars, common themes emerge. Examinations of these various definitions imply that the relationship between the organization and the employee is at its core. Swailes (2004) noted that organizational commitment can be linked to positive actions and behaviors that are under the control of the employee and are important factors in the success of organizational initiatives.

### **Organizational Turnover**

Employee turnover is a problem that many organizations face. Turnover is believed to create a rise in business operation costs and work disturbances (Dee, 2004). The theoretical basis for turnover is primarily found in psychological literature. It concludes that an employee's perception of their work conditions lead to their decision to leave an organization. The term *turnover* has taken on many different meanings. Among these meanings, a common theme has emerged among scholars who view turnover as a process (Mobley, 1977; Porter & Steers, 1973; Price, 1977). Mobley (1982) believed that turnover is the "act of leaving an organization" (p. 111). Price (1977) defined *turnover* as "the degree of movement across the membership boundary of a social system" (p. 4). *Turnover* has also been defined as leaving ones present job and moving to another destination (Fields, Dingman, Roman, & Blum, 2005).

Contemplating, planning, or desiring to leave a job is considered to be an employee's turnover intentions (Mobley, 1977). Turnover intentions or intentions to quit

have been defined as the point at which the employee plans to discontinue their relationship with their employer (Kim, Price, Mueller, & Watson, 1996). Over the last 25 years, turnover intentions have been widely studied. A vast amount of research has been dedicated to investigating the models of voluntary turnover or turnover intentions and its association with organizational commitment and job satisfaction. These studies have determined that organizational commitment and job satisfaction is a predictor of turnover intentions (Ahmad & Rainyee, 2014). Mobley (1977) concluded that employees who are not satisfied with their employer will explore alternative employment opportunities that may result in turnover.

Price (1977) and Michaels and Spector (1982) explained that job satisfaction shared with the employee's ability to easily move within the job market influenced turnover behavior. Gupta and Beehr (1979) examined the effects of an employee's job satisfaction on their intentions to leave. Their findings confirmed that there was a negative relationship between these two variables. They believed that "employees exposed repeatedly to stress situations may experience a desire to quit without necessarily resigning, in fact, because many external factors may impede the decision" (Gupta & Beehr, 1979, p. 374). Bowen (1982) analyzed the employee who intends to quit or leave the organization but does not. His focus was on the behaviors that were associated with the employee not quitting. Bowen sought answers to the following questions:

[a] Why an employee who intends to quit does not; [b] the manner in which intention to quit can produce absenteeism and being fired as unintended consequences, and [c] how the job performance of employees intending to quit may be affected by their absenteeism and may affect their being fired. (p. 207)

The study concluded that knowing an employee's intentions to leave the organization can provide a glimpse into how the employee behaves (Bowen, 1982). An

employee who wants to leave his organization may increase or maintain his job performance despite him wanting to leave (Bowen, 1982). However, employees who intend to leave their organization are at greater risk of a decline in performance and increased job absenteeism that may lead to the employee being dismissed from employment (Bowen, 1982).

Organizations are challenged with attracting and retaining qualified talent. Employees expect to be treated fairly, to be respected, to be communicated with, and to be recognized by their employer. When employment expectations go unmet and the employee is not satisfied, then employment withdrawal begins (Porter & Steers, 1973). Researchers theorized that turnover intentions are a predictor of actual turnover (Mobley, 1977; Steers & Mowday, 1981). Hulin's (1968) study observed the relationship between levels of job satisfaction and termination decisions among clerical workers. The results of this study revealed that when improvements were made to pay and promotions within the organization, a significant increase in job satisfaction occurred and this increase led to reduced turnover rates (Hulin, 1968). Several studies concluded that an employee's perception of their organization's support of their career goals and aspirations can lower an employee's decision to leave the organization (Eisenberger et al., 1990; Lynch et al., 1999). The loss of qualified talent impacts the organization in many different ways.

### **Transformational and Transactional Leadership and Organizational Commitment Studies**

Several researchers have taken interest in leadership and its impact on organizational commitment. Podsakoff et al. (1996) conducted an examination into the effects of transformational leadership behaviors and other leadership substitutes on employee attitudes such as satisfaction, commitment, trust, and organizational



citizenship. The researchers sampled 1,539 employees that were drawn from numerous large organizations within the United States and Canada. Surveys were distributed to the sample in their work environments during working hours. Their sample size reflects a return rate of 91%. Transformational leadership was measured using Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Transformational Leadership Behavior Inventory. Organizational commitment was measured using a 15-item scale developed by Porter et al. (1974). A regression analysis procedure showed that there was little to no evidence to support substitutes for leadership that moderated the impact of transformational leadership on job attitudes such as satisfactions, commitment and trust. These findings would suggest that leaders need to have an enhanced understanding of the associated variables that influence employee attitudes.

Bono and Judge's (2003) quantitative study on the link between transformational leadership and self-concordance and how this relates to an employee's increased job satisfaction, organizational commitment, and job performance. The study examined 247 leaders and 954 subordinates that reported to these leaders. This was a response rate of 70% for leaders and 57% for subordinates. Similar to many studies related to these areas of study, the Multifactor Leadership Questionnaire (Bass, 1985) was used to measure transformational leadership and Allen and Meyer's (1990) Organizational Commitment Questionnaire was used to measure organizational commitment. Investigation of this sample revealed a positive correlation between transformational leadership and organizational commitment.

Transformational leadership and organizational commitment were two variables examined in Walumbwa et al.'s (2005) study of the banking industry in the countries of

Kenya and the United States. They also explored the relationship between transformational leadership and job satisfaction. These scholars collected data from bank tellers and clerks in seven foreign and local banks in Kenya and five banks in the United States. Surveys were administered via on-site in Kenya and an internal mailing system in the United States. There was an 82% response rate in Kenya and 86% response rate in the United States. Transformational leadership was measured using the Multifactor Leadership Questionnaire (Bass, 1985) and the Organizational Commitment Questionnaire (Allen & Meyer, 1990) was used to measure organizational commitment. A regression analysis concluded that transformational leadership had a positive effect on organizational commitment as well as job satisfaction.

In a quantitative study conducted by Emery and Barker (2007), they examined both transformational and transactional leadership styles and their effects on organizational commitment of customer contact employees in the food and banking industries. The study also explored these two leadership styles and their effect on job satisfaction. The population of this study included 77 branch managers in regional banking organizations and 47 managers from one national food chain. Questionnaires were mailed to 308 bank tellers, 292 were returned, for a response rate of 95%. Out of 188 grocery checkers who were mailed questionnaires, 97 were returned, providing a response rate of 50%. Transformational and transactional leadership was measured using Bass's (1985) Multifactor Leadership Questionnaire. Organizational commitment was measured using Allen and Meyer's (1990) Organizational Commitment Questionnaire. The study revealed through a correlational analysis that transformational leadership

behaviors had a higher correlation than transactional leadership behaviors with employee commitment.

Dhawan and Mulla (2009) conducted a quantitative study on the impact that transformational leadership has on organizational commitment. The impact of pay satisfaction on organizational commitment was also explored in this study. The study surveyed 240 male-only respondents from two public sector organizations in India. Job levels include that of clerks and junior, middle and senior management. Questionnaires were developed to measure transformational leadership and organizational commitment. A 30-item scale was used to measure the characteristics of transformational leadership, idealized influence–attributed, idealized influence–behavior, individualized consideration, intellectual stimulation, and inspirational motivation. Organizational commitment measured normative, affective and continuance commitment using a 15-item scale. The study concluded that transformational leadership was related to affective and normative commitment; however, continuance commitment was not related. These scholars concluded that employees of transformational leaders had a strong sense attachment to their work and organization which in turn develops affective commitment. Employees also felt a sense of purpose in their work that develops normative commitment.

Current literature continues to emerge on the relationship between transformational leadership and organizational commitment. A study conducted by F. Yang, Wu, Chang, and Chien (2011) was no different. These scholars studied 300 military officers' transformational leadership perceptions of their current supervisor in relation to their organizational commitment and job satisfaction. The response rate was a

little over 69%. The Multifactor Leadership Questionnaire (Bass, 1985) was used to measure transformational leadership dimensions. Commitment was accessed using items from H. Becker's (1960) commitment questionnaire. Results proved that employees who had a higher transformational leadership perception of their supervisor had higher job satisfaction along with higher identification and internationalization toward their organization. The study also revealed that, although, transformational leadership was low in relationship to commitment to supervisors, it was greater in regard to organizational commitment.

Raja and Palanichamy (2011) conducted a quantitative investigation on the impact of both transformational and transactional leadership styles have on organizational commitment in a leading electrical company in India. These scholars used the Multifactor Leadership Questionnaire (Bass, 1985) and the Organizational Commitment Questionnaire (Allen & Meyer, 1990) to survey 158 senior engineers and trainer engineers. One-way analysis of variance, correlation analysis, and regression analysis were among the statistical tools to analyze the data. Specifically correlation and regression analysis revealed that transformational leadership is related to the employee's organizational commitment than transactional leadership. From the sample the respondents were assumed to be more transformational than transactional.

Six hundred public relations practitioners in 159 firms within Taiwan formed the population in M. Yang's (2012) study. This study examined the effects of transformational leadership upon organizational commitment. It also examined the effects that job satisfaction had on organizational commitment. A survey questionnaire was mailed to participants and yielded a 50% response rate. The Multifactor Leadership

Questionnaire (Bass, 1985) was adopted to measure the variable transformational leadership. The Organizational Commitment Questionnaire (Allen & Meyer, 1990) was adopted to measure organizational commitment. A regression analysis of the data revealed that the higher the levels of transformational leadership behaviors perceived by the participants the greater their “value commitment, retention commitment, and effort commitment” (M. Yang, 2012, p. 41).

In a recent study by Clinebell et al.(2013), it was confirmed that there was a direct correlation between transactional and transformational leadership styles on a member’s commitment to their organization. Several studies conclude that the responsibility of the leader in an organization falls into many categories and can have a direct effect on the member’s organizational commitment, satisfaction with the job, and ultimately their decision to stay or leave an organization (Podsakoff et al., 1996; Porter & Steers, 1973; Rich, 2006).

### **Transformational and Transactional Leadership and Turnover Studies**

Walumbwa and Lawler (2003) conducted a quantitative study on the moderating effects of collectivism on the relationships between transformational leadership and work-related outcomes such as organizational withdrawal behaviors. Other work-related behaviors were examined, job satisfaction and organizational commitment. The sample from this study consisted of employees in the banking and financial sectors in China, India, and Kenya. A total of 577 employees participated: 213 from China, 206 from India, and 158 from Kenya. The survey used question items from the Multifactor Leadership Questionnaire (Bass, 1985) to measure transformational leadership among four scales: idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration. Perceptions of organizational withdrawal behaviors were measured using scales adapted from Hanisch and Hulin (1990, 1991). A reverse code was used to measure intentions to leave the organization. Analysis suggested that the moderating effect of collectivism strengthens transformational leadership, therefore, having a significantly negative relationship between transformational leadership and perceptions of withdrawal behaviors. The overall results from the study concluded that transformational leadership has a positive impact on employee withdrawal behaviors.

Walumbwa, Wang, Lawler, and Shi (2004) completed another study involving the banking and financial sectors in China and India. In this study, the scholars examined how transformational leaders motivated their followers; specifically exploring whether transformational leadership influences perceptions of withdrawal behaviors. The study also explored the relationship between transformational leadership and job satisfaction and organizational commitment. A field study was completed using employees in Chinese and Indian financial firms. The sample included 208 Chinese and 194 Indian respondents. Transformational leadership was measured using Bass's (1985) Multifactor Leadership Questionnaire. Withdrawal behaviors were measured using measures developed by Hanisch and Hulin (1990, 1991). Correlational analysis of the data concluded that transformational leadership was negatively related to job and work withdrawal behaviors. This study proved that leaders with transformational leadership behaviors have the ability to motivate an employee to exhibit the desired work-related attitudes (Walumbwa et al., 2004).

Nurses served as the study environment for Kleinman's (2004) quantitative study on the relationship between managerial leadership behaviors and staff nurses. The

purpose of the study was to examine perceptions of managerial leadership behaviors (transformational and transactional) associated with staff nurse turnover. The study sample included 79 staff nurses and 10 nurse managers. The response rate to the survey was 25% for staff nurses and 62% for nurse managers. The survey presented to respondents included the Multifactor Leadership Questionnaire (Bass, 1985), which was used to measure transformational and transactional leadership behaviors. Additionally, in order to measure turnover intentions, staff nurses were asked specifically in the survey presented if they ever considered leaving their current position. A correlation statistical analysis was used to test the relationship between the leadership behaviors and turnover. The study suggested that opposite of what staff nurses perceived, nurse managers perceived that they demonstrated a higher means frequency of transformational leadership behaviors. The results also indicated that transactional leadership behaviors appeared to be a deterrent to staff nurse retention.

Major League Baseball (MLB) organizations were the population of choice for Resick, Whitman, Weingarden, and Hiller's (2009) study on the relationship between CEO personality, transformational and transactional leadership, and several strategic outcomes. These strategic outcomes included that of managerial turnover. Using a historiometric analysis method, these scholars studied 155 CEOs of MLB organizations over a 100-year period. They focused on respondents who held top-level executive positions in 30 MLB organizations. Of the 155 CEOs chosen, 75 responded (48% response rate). Transformational and transactional leadership was measured using the Transformational Leadership Behavior Inventory developed by Podsakoff et al. (1990). To measure turnover, the scholars reviewed the number of changes in field manager

during the CEO's first 2 years in office. The study revealed that transactional leadership (contingent reward leadership) was negatively related to managerial turnover. Resick et al. contended that managers who exhibit contingent reward leadership behaviors produce an environment of empowerment.

Ertureten, Cemalcilar, and Aycan (2013) studied the relationship between transformational and transactional leadership styles with workplace mobbing behaviors (downward mobbing) and organizational attitudes (turnover intentions). *Mobbing* has been defined as "hostile and unethical communication that is directed in a systematic way by one or more persons, mainly towards one targeted individual" (Leymann, 1990, p. 120). The study also explored other leadership styles (authoritarian and paternalistic) and other organizational attitudes (job satisfaction and organizational commitment). In this quantitative study, 251 online surveys were mailed to white-collar employees in Turkish organizations in the banking, health, consulting, energy, tourism, and telecommunications industries. Of the 251 surveys, only 219 surveys were used in this study due to extensive missing data. Bass's (1985) Multifactor Leadership Questionnaire 5x Short Form was used to assess transformational and transactional leadership. Turnover intentions were measured using the Job Withdrawal Scale developed by Hanisch and Hulin (1990). The correlation analysis revealed that transformational and transactional leadership behaviors decreased the likelihood of workplace mobbing; therefore, leaders who exhibit these leadership behaviors are less likely to mob or bully their employees, resulting in decreased turnover intentions. The study also suggested that employees who had high perceptions of downward mobbing among leaders had higher turnover intentions.



In the studies presented in this literature review, a variety of organizations, countries, and industries were studied. During the conducting of this literature review, few studies were found that concentrated on call center employees as a population. Russell (2008) argued that although progress has been made in understanding call center environments as a new, fresh workplace, more research possibilities can be further explored. A study into the relationship between transformational and transactional leadership styles, organizational commitment, and turnover intentions in a call center environment can add to the current body of knowledge in the customer service industry.

## CHAPTER 3. METHODOLOGY

Methodology is important to a research study as it provides a thorough record for all the vital steps performed by the researcher when planning and conducting a study. Selecting a specific research design is critical in the early stages of a research study. The definition of research design comes in many forms, one in particular being that it “aids the researcher in the allocation of limited resources by posing crucial choices in methodology” (Cooper & Schindler, 2011, p. 139).

Chapter 3 presents the methods used in the collection and analysis of data for this study. The suitability of the research design is discussed based on the hypothesis chosen for the study. Additionally, the participant selection process, data collection, and instruments used in this study are discussed. Finally, the statistical procedures used in analyzing the data collected are outlined.

This study examined the relationship between leadership style, organizational commitment and employee turnover intentions. The purpose of this nonexperimental correlational, quantitative study was to determine if there is a relationship between leadership styles, an employee’s organizational commitment, and an employee’s turnover intentions. The first relationship involved the call center employee’s perception of their manager’s leadership style and their organizational commitment. The second relationship explored involved the call center employee’s perception of their manager’s leadership style and their turnover intentions. The final relationship explored involved the call center employee’s perception of his manager’s leadership style, their organizational commitment. Call centers are technology concentrated and employee performance is critical to call center performance (Beirne, Riach, & Wilson, 2004). By determining

whether a relationship exists, one may be able to suggest the existence of a pathway between leadership styles, the level of an employee's organizational commitment, and their decision to leave their organization to enhance call center performance.

To better understand the connection between leadership style, organizational commitment, and intent to leave among call center employees, the primary research questions pursued were

1. Is there a relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment?
2. Is there a relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization?
3. Is there a relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their intentions to stay or leave the organization?

To better understand the mechanics of these research questions, the following supporting hypotheses were put forth:

- H1<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment.
- H1<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment.
- H2<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization.
- H2<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization.
- H3<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style, their level of organizational

commitment, and their decision to stay or leave the organization.

- H3<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style, their level of organizational commitment, and their decision to stay or leave the organization.

### **Research Design**

This study looked into the relationship between call center employees' perception of their manager's leadership style (transactional or transformational) and their level of organizational commitment and their decision to stay or leave the organization. A quantitative, nonexperimental comparative survey design was used to determine the relationship between these variables. This approach was chosen due to the nature of the research questions.

The instruments chosen to measure the variables of leadership style, organizational commitment, and intent to stay required a nominal numeric response via Likert scales. A short demographic section was used to validate age, gender, and education level. These existing instruments were chosen due to their established validity and reliability. Correlation statistical tools were used to analyze the relationship, if any, between leadership style, organizational commitment, and the employee's decision to leave or stay. The data collected were examined using quantitative statistical analytic techniques via IBM SPSS 22 software for correlations between the variables.

### **Sample**

As stated by Cooper and Schindler (2011), "the basic idea of sampling is that by selecting some of the elements in a population, we may draw conclusions about the entire population" (p. 364). It is nearly impossible to cover each and every one in a population;

therefore, researchers draw a sample of the population to draw conclusions about that particular population (Swanson & Holton, 2005). Determining the appropriate sample size is important for scientific as well as financial concerns of the researcher (Swanson & Holton, 2005, p. 55). After the sample results are determined, researchers make conclusions about their sample.

The population of the study consisted of telephone call center employees within the United States between 18 and 64 years of age. Call center employees allow organizations to deliver service to customers via the telephone (Gans, Koole, & Mandelbaum, 2003). Job titles for call center employees include customer service representatives, telemarketers, insurance agents, claims adjusters, order takers, and dispatchers (U.S. Department of Labor, Bureau of Labor Statistics, 2014). Their job duties include but are not limited to handling customer complaints, processing orders, and providing information about their organization's products and services.

Understanding the difficulty of accessing the means to collect data from the general U.S. population, the researcher chose to use a third-party survey provider, SurveyMonkey. This third-party provider had access to the target population. SurveyMonkey was employed to find members of the population that meets the requirements of the inclusion criteria. It was assumed that an agreement has been made between the participants and SurveyMonkey to participate in online surveys. SurveyMonkey's sampling methods are consistent with that of random sampling and were appropriate for this study. Once the participants were screened by SurveyMonkey, they were randomly selected to participate in the study. This method of sampling was

chosen as it “offers the opportunity to generalize the findings to the population of interest from the sample population” (Cooper & Schindler, 2011, p. 369).

The sampling frame consisted of individuals who work in a call center within a call center within the United States, individuals who are between 18 and 64 years of age, and have chosen to participate in surveys solicited by SurveyMonkey in exchange for an incentive.

To determine the appropriate sample size, the G\*Power 3 calculation (Heinrich-Heine University, 2012) was utilized. An a priori test was conducted to estimate the sample size for this study. The effect size of the calculator was set at 0.3, the alpha level ( $p$ -value) of .05 was assumed, the amount of power was set at .95, and the degrees of freedom were set to 3. G\*Power 3 calculated a recommended sample size of 191 individuals. For this study, the researcher increased the sample size to 200 individuals.

### **Setting**

The setting of this study did not take place in any specific organization or any professional setting. The findings from this study will benefit any organization, small or large, attempting to understand the importance of leadership behaviors on an employee’s commitment to their organization. Leaders can enhance employee organizational commitment and employee retention by understanding the relationship between their leadership behaviors and their employee’s perceptions of them and the organization as a whole (Clinebell et al., 2013).

This study sought to add to the body of knowledge by contributing to the present understanding of an employee’s perception of their leader’s behaviors and how this may

affect their level of organizational commitment and their decision to leave the organization.

### **Instrumentation/Measures Including Validity and Reliability**

The survey instruments used to collect data were a combination of three existing validating instruments, including a short demographic section. The three existing questionnaires include the Multifactor Leadership Questionnaire (MLQ 5x Short Form) originally developed by Bass (1985; permission for use granted by Mind Garden), Meyer and Allen's (1991) Three-Component Model of Employee Commitment (permission for use granted by Dr. Meyer), and the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979; permission for use granted by Yan Fu of the University of Michigan). The researcher developed the demographic insert to be included in the instrument after the participants reviewed the introduction and informed consent.

A researcher uses field or pilot testing to test content and face validity of newly developed instruments. A field or pilot test was not employed for this particular study. The researcher used existing instruments as they have been proven to be both valid and reliable.

### **Multifactor Leadership Questionnaire**

The Multifactor Leadership Questionnaire (MLQ 5x Short Form; Bass, 1985) was used to measure and identify factors related to transformational and transactional leadership behaviors. With a 5-point Likert scale, participants were asked across 45 questions how their leader behaves or responds to a variety of situations. The MLQ has seven factors, five of which make up the transformational style: Idealized Influences (Attributed & Behaviors), Inspirational Motivation, Intellectual Stimulations, Intellectual

Stimulations, and Individualized Consideration. There are two factors that make up transactional leadership: Contingent Reward and Management-by-Exception. After scoring, the leader was identified with one of a number of dimensions within the leadership scale and can be then categorized as exhibiting a predominant style, whether transformational or transactional.

The MLQ has been deemed reliable and valid by many researchers (Antonakis & Atwater al., 2002; Avolio et al., 1999). The coefficient alpha for the MLQ 5x Short Form was found to be estimated between .81 to .93 (Avolio, Zhu, Koh, & Bhatia, 2004; Bass, Avolio, Jung, & Berson, 2003; Bass & Riggio, 2006). Permission to use the MLQ with cost was granted by the owner, Mind Garden.

### **Three-Component Model of Employee Commitment**

Affective, normative, and continuance commitment were measured using Meyer and Allen's (1991) Three-Component Model of Employee Commitment. This instrument includes an 18-item questionnaire pertaining to employee's perception of their relationship with the organization and their reasons for staying with them. The participant answered on a 7-point Likert scale from *Strongly disagree* to *Strongly agree*. There are six statements within each scale of commitment. Scoring comprised of averaging a participant's responses to all items within the scale to yield an overall score for each of the three components of commitment. Three scores were obtained for each scale (Affective Commitment Scale, Continuance Commitment Scale, and Normative Commitment Scale). The scores ranged in value from 1 to 7, with higher scores indicating stronger commitment. The Three-Component Model of Employee Commitment has been used in many studies involving organizational commitment.



Meyer and Allen determined this instrument to be reliable and valid. The coefficient alpha has been estimated as consistently above .70 for the three scales on reliability and validity (Allen & Meyer, 1996). Permission to use the Three-Component Model of Employee Commitment without cost was granted by the owner, Dr. Meyer.

### **Michigan Organizational Assessment Questionnaire**

The participants' intentions to leave their organization were measured using the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). This three-item questionnaire is on a 7-point Likert scale ranging from *Absolutely agree* to *Absolutely disagree*. Scoring consisted of averaging the participants' responses to determine their intentions to leave their organization. Research has proven this instrument's reliability coefficient at .83 (Cammann et al., 1979). Permission to use the Michigan Organizational Assessment Questionnaire without cost was granted by Yan Fu from the Population Studies Library at the University of Michigan.

### **Data Collection**

The survey instruments in this study included the Multifactor Leadership Questionnaire (Bass, 1985), the Three-Component Model of Employee Commitment (Meyer & Allen, 1991), and the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979) to collect data from each chosen participant. The survey instrument also included three separate demographic questions related to age, gender, and level of education. All tools were combined into one survey instrument. The researcher used a third-party online panel, SurveyMonkey, to assist in collecting the data for this study. Once a contract was established with SurveyMonkey and the researcher was

assigned an audience sales executive to assist in the constructing and hosting of the survey package electronically only, no research support was included.

SurveyMonkey was provided with the inclusion criteria in which to randomly select the population. Each participant was issued an e-mail invitation to participate in the study. The invitation explained to each participant the benefits and risks of completing the survey, the focus of the study, and confidential information. Once the participant has electronically agreed to participate in the study they were provided with a link to access each questionnaire which included the informed consent provisions. There was no risk associated with this study. If the participant decided to not to consent to the conditions of the study the participant was given an opportunity to opt out of the study. No personal or identifying information of the participants was collected by SurveyMonkey.

### **Data Analysis**

The data collected in this study were analyzed using IBM SPSS 22 software. After data are collected, the researcher looks to generate information by analyzing the data. Cooper and Schindler (2011) explained that data analysis “involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques” (p. 90). Descriptive statistics such as means, standard deviations, and percentages were calculated to provide the information about the survey instruments used in this study.

The hypotheses for this study were tested using nonparametric statistical tests. Nonparametric tests are used to test nominal data (Cooper & Schindler, 2011). Pearson’s correlation coefficient is highly recommended when testing the relationship between two sets of variables (Lind, Marchal, & Wathen, 2010). The Multifactor Leadership

Questionnaire, Three-Component Model of Employee Commitment, and Michigan Organizational Assessment Questionnaire provided nominal data; therefore, Pearson's correlation coefficient was most appropriate for this study.

Pearson's correlation coefficient assumes any value from  $-1.00$  (negative relationship) to  $+1.00$  (perfect positive relationship; Lind et al., 2010). The use of this type of test allowed me to determine the relationship between the independent variable of perceived leadership characteristics (transformational or transactional) and the dependent variables (commitment profile and turnover intentions). In addition, Pearson chi square was used to test for independence. Chi square is a nonparametric test that is most particularly used in tests involving nominal data (Cooper & Schindler, 2011). It tests the null hypothesis to assess whether the paired observations on two variables are independent of each other. The .05 significance level ( $p < .05$ ) served as the null hypothesis rejection level for all hypothesis testing. Lind et al. (2010) explained there is not one level of significance that is applied to all statistical tests; however, .05 is most commonly used for consumer or educational research projects.

The purpose of this study was to explore the relationship between leadership styles and organizational commitment in a call center environment. Additionally, the study explored the relationship between leadership styles and intent to leave in a call center environment. Three sets of hypotheses were developed. For Hypotheses 1, a correlational analysis was conducted using Pearson chi square to test the relationship between leadership style and organizational commitment using a significance level of .05. For Hypotheses 2, a correlational analysis was also conducted using Pearson chi square to test the relationship between leadership style and the employee's intent to stay

or leave the organization using a significance level of .05. Lastly, for Hypotheses 3, a correlational analysis was conducted using Pearson chi-square to test the relationship between leadership style and both organizational commitment and the employee's intent to stay or leave the organization using a significance level of .05.

### **Ethical Considerations**

Respect for persons, justice, and beneficence are the basic ethical principles established for researchers when conducting research involving human subjects (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Breach of these ethical principles could cause harm to the participants in a study. Prior to the taking part in the study, an informed consent was provided to each participant. This informed consent outlined what I was asking of the participant and the potential risks involved. The participant was also advised of the level of anonymity and confidentiality that was to be guaranteed. They were provided with an explanation as to how the information collected was to be used and how it will be stored and for how long.

There was no risk to participants through identification and selection. The participants in this study were not required to provide any identifying information. The data collected were anonymous via the online survey. The data were coded; therefore, no names were used. The data collection instrument or research design caused no undue psychological or emotional harm to any participant.

The researcher did not request permission from any organization to collect data. The researcher used a third-party panel, SurveyMonkey, to assist in collecting the data for this study. It was assumed that the participants chosen had an agreement with SurveyMonkey to participate in online surveys. No incentive was offered to participants

to participate in the study as the researcher did not want to place added pressure on individuals to participant in the study.

The data from this study were saved on a USB drive and after 7 years, the researcher will destroy the USB by breaking it in half, rendering it useless.

## CHAPTER 4. RESULTS

Chapter 4 presents the results of the study. The results presented in this chapter start with a description of the population, sampling procedures, and sample. Next, a summary of the results is highlighted. Lastly, data analysis and results are outlined in a detailed presentation. This chapter closes with a conclusion.

The purpose of this study was to determine whether a relationship exists between two distinct leadership styles, an employee's organizational commitment, and an employee's turnover intentions. In order to accomplish this purpose, the following research questions were answered through the results of the study:

- RQ 1. Is there a relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment?
- RQ 2. Is there a relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization?
- RQ 3. Is there a relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their intentions to stay or leave the organization?

In the quest to answer the research questions, the following hypotheses were tested and results presented:

- H1<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment.
- H1<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment.
- H2<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or

leave the organization.

- H2<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization.
- H3<sub>0</sub>: There is no significant relationship between call center employees' perception of their manager's leadership style, their level of organizational commitment, and their decision to stay or leave the organization.
- H3<sub>A</sub>: There is a significant relationship between call center employees' perception of their manager's leadership style, their level of organizational commitment, and their decision to stay or leave the organization.

Upon completion of the data collection process, chi square was run to determine whether leadership style has a significant relationship to the constructs of organizational commitment and turnover.

### **Description of Population and Sample**

The population of interest for this study was telephone call center employees working full-time within the United States between 18 and 64 years of age. Telephone call center employees from a specific industry were not concentrated on in this study. A contract with the third-party survey provider, SurveyMonkey, outlined the characteristics of the sampling procedure discussed in Chapter 3. SurveyMonkey presented invitations, along with the informed consent, to survey participants who had prior agreement to participate in surveys. Invitations were controlled to participants by job title, date of birth, location, and full-time employment status. The required number of responses was obtained within 5 days. The sample results were 200+ participants. Although, the contract was for only 135 participants, the random procedures used by SurveyMonkey resulted in an actual sample size of 213.

The sample size was calculated using the G\*Power 3 calculation method. The effect size of the calculator was set at 0.3, the alpha level ( $p$ -value) of .05 was assumed, the amount of power was set at .95, and the degrees of freedom were set to 3. G\*Power 3 calculated a recommended sample size of 191 participants. The researcher increased the sample size to 200 participants. This sample size was determined to represent an acceptable significance and power for this study.

### Demographic Data

The sample was studied demographically by gender, age, level of education, and household income. See Tables 1–4 for demographic data on the sample.

Table 1 presents the total number of participants and total percentage of participants. The majority of the participants ranged in age between 25–30 years old and between 41–50 years. The smallest percentage of participants was aged between 18–24 years.

Table 1. Sample Age

Age (in years)	Total	Percent of total
18–24	29	13.6%
25–30	64	30.1%
31–40	39	18.3%
41–50	46	21.6%
51–64	35	16.4%
Total	213	100.0%



Table 2, surprisingly shows the total percentage of female and male participants was almost equal. Female participants were 50.2% and male participants were 49.8%.

Table 2. Sample Gender

Gender	Total	Percent of total
Female	107	50.2%
Male	106	49.8%
Total	213	100.0%

Participant income in Table 3 shows that the majority of participants, 30.2%, earn \$25,000–\$49,999 yearly and 22.2% of participants earn \$50,000–\$74,999. Very few participants earned income above \$100,000.

Table 3. Sample Income Level

Income level	Total	Percent of total
\$0–\$24,999	26	12.3%
\$25,000–\$49,999	64	30.2%
\$50,000–\$74,999	47	22.2%
\$75,000–\$99,999	35	16.5%
\$100,000–\$124,999	12	5.7%
\$125,000–\$149,999	12	5.7%
\$150,000–\$174,999	8	3.8%
\$175,000–\$199,999	2	0.9%
\$200,000 and up	6	2.8%
Total <sup>a</sup>	212	99.9%

<sup>a</sup>One participant did not answer this question.

Table 4 illustrates that the majority of participants' highest level of education is a bachelor's degree at 33.8% with some college at 22.1%. Participants with high school diplomas, associate degrees, and master's degrees are close in percentage.

Table 4. Sample Education Level

Education level	Total	Percent of total
Some high school	2	1.0%
High school diploma	28	13.1%
Some college	47	22.1%
Associate degree	28	13.1%
Bachelor's degree	72	33.8%
Master's degree	30	14.1%
Other	6	2.8%
Total	213	100%

### **Descriptive Statistics: Leadership, Commitment, and Turnover Intentions**

The survey collected data on factors related to transformational and transactional leadership behaviors. The Multifactor Leadership Questionnaire (MLQ 5x Short Form; Bass, 1985) was used to collect these data. Participants responded to four questions on each of the transformational leadership characteristics of idealized influences (attributed and behaviors), inspirational motivation, intellectual stimulations, and individual consideration. They also answered four questions on each of the transactional leadership characteristics of contingent reward and management-by-exception. The responses were on a 5-point Likert scale from 0 to 4, with 0 indicating that the statement did not describe their leader at all and 4 indicating that the statement frequently, if not always described their leader. Additional leadership components (leadership outcomes, extra effort, and effectiveness) were identified through use of the MLQ 5x Short Form but were not used in this study as they were outside the parameters. As required by the developers of the

MLQ 5x Short Form, only an abbreviated sample of the questions are shown in Appendix A. See Tables 5–8 for descriptive statistics.

Table 5 presents the results of the transformational leadership characteristics. Participants believe that their leader demonstrates transformational leadership characteristics occasionally. Inspirational motivation had the highest mean (2.4) of the individual transformational characteristics. Participants perceive that their leaders behave in a way that motivates and encourages them to accomplish goals. Intellectual stimulation had the lowest mean (2.2). Participants perceive that their leaders stimulate them to be innovative and creative in their work. They do not feel ridiculed or criticized of their mistakes.

Table 5. Descriptive Statistics for Transformational Leadership

	<i>N</i>	Minimum	Maximum	Mean	Std deviation
Idealized attributes	213	.00	4.00	2.3650	.93145
Idealized behaviors	213	.00	4.00	2.3040	.82917
Inspirational motivation	213	.00	4.00	2.4519	.87164
Intellectual stimulation	213	.00	4.00	2.2547	.82200
Individual consideration	213	.00	4.00	2.2770	.93392

Table 6 presents the results of the transactional leadership characteristics. Contingent reward had the highest mean (2.3) and management-by-exception was the lowest (2.0). Under contingent reward the participant perceives their leader as one who clarifies expectations and offers recognition when goals are achieved. This results in the individual achieving the expected level of performance. Management-by-exception

results show that participants believe their leader specify standards for compliance and what to expect if compliance is not met which could result in punishment.

Table 6. Descriptive Statistics for Transactional Leadership

	<i>N</i>	Minimum	Maximum	Mean	Std deviation
Contingent reward	213	.00	4.00	2.3768	.86453
Management-by-exception active	213	.00	4.00	2.0035	.86755

Table 7 presents the results of the participants' level of organizational commitment. The survey collected data on the participants' perception of their organizational commitment. Meyer and Allen's (1991) Three-Component Model of Employee Commitment was used to collect these data (see Appendix B). The participants answered six statements within each scale of commitment: affective, continuance, and normative. The responses were on a scale from 1 to 7, from *Strongly disagree* to *Strongly agree*. The descriptive statistics used to analyze the commitment scales was with IBM SPSS 22 software. Continuance commitment had the highest mean (4.6). Continuance commitment associates employees with the awareness of what they will lose if they were to leave their organization. Therefore, the participants felt that they stayed with the organization because they had no other choice. Affective commitment was the next highest mean (4.2). The participant has an emotional attachment to their organization based on their personal characteristics, structural characteristics, job-related characteristics, and work experiences. Their decision to stay commitment to their organization is because they want to. Lastly, normative commitment had a mean of 4.3.

These results showed that participants feel obligated to their organization; therefore, they stay with the organization because they feel they should.

Table 7. Descriptive Statistics for Organizational Commitment

	<i>N</i>	Minimum	Maximum	Mean	Std deviation
Affective commitment	213	1.7	7.00	4.2207	.96957
Continuance commitment	213	1.00	7.00	4.6017	1.20548
Normative commitment	213	1.00	7.00	4.3584	1.14897

Table 8 presents the results of the participants' turnover intentions. The survey collected data to measure the participants' turnover intentions. The Michigan Organizational Assessment Questionnaire (Cammann et al., 1979) was used to collect these data (see Appendix C). The responses were on a scale from 1 to 7, with 1 = *Strongly disagrees* and 7 = *Strongly agree*. The mean value for turnover intentions was 3.9, which indicate that the participants were undecided or unsure about leaving their organization.

Table 8. Descriptive Statistics for Turnover Intentions

	<i>N</i>	Minimum	Maximum	Mean	Std deviation
Turnover intention	213	1.00	7.00	3.9014	1.88900

### Summary of Inferential Statistics

In order to answer the research questions, a corresponding hypothesis was tested. The results indicate a decrease in the number of participants from 213 to 193. The

researcher was unable to determine the commitment level of 20 participants because these participants' results equaled the same for all commitment levels. A summary of the results is as follows:

### Null Hypothesis 1

Null Hypothesis 1 was, There is no significant relationship between call center employees' perception of their manager's leadership style and their organizational commitment.

A Pearson chi-square analysis was used to test the significance of the relationship between leadership style and the employee's level of commitment. The results showed no association or relationship, indicating that leadership style the employee's level of commitment have no significant relationship,  $p = .418$ . Therefore, the null hypothesis is not rejected. Table 9 presents the results of the Pearson chi-square analysis.

Table 9. Pearson Chi-Square for Leadership Style and Organizational Commitment Level

	Value	<i>df</i>	Asymp. sig. (two-sided)
Pearson chi square	1.746 <sup>a</sup>	2	.418
Likelihood ratio	1.752	2	.417
Linear-by-linear association	.477	1	.490
<i>N</i> of valid cases	193		

<sup>a</sup>0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.38.

In Table 10, the cross-tabulation results indicate participants with transformational leaders 41% reported a continuance level of commitment, 38.3%

reported an affective level of commitment, and 20.6% reported a normative level of commitment. Participants with transactional leaders 50% reported a continuance level of commitment, 30.2% reported an affective level of commitment, and 19.8% reported a normative level of commitment.

Table 10. Cross-Tabulation for Leadership Style and Organizational Commitment Level

Leadership style		Commitment level			
		Affective	Continuance	Normative	Total
Transformational	Count	41	44	22	107
	% within leadership style	38.3%	41.1%	20.6%	100.0%
Transactional	Count	26	43	17	86
	% within leadership style	30.2%	50.0%	19.8%	100.0%
Total	Count	67	87	39	193
	% within leadership style	34.7%	45.1%	20.2%	100.0%

## Null Hypothesis 2

Null Hypothesis 2 was, There is no significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization.

A Pearson chi-square analysis was used to test the significance of the relationship between leadership style and turnover intentions. The test shows that the two variables do not have any association or relationship, indicating that leadership style and the employee's turnover intentions have no significant relationship,  $p = .155$ . Therefore, the null hypothesis is not rejected. Table 11 presents the results of the Pearson chi-square analysis.



Table 11. Pearson Chi-Square for Leadership Style and Turnover Intentions

	Value	<i>df</i>	Asymp. sig. (two-sided)
Pearson chi square	2.023 <sup>a</sup>	2	.155
Likelihood ratio	2.031	2	.154
Linear-by-linear association	2.013	1	.156
<i>N</i> of valid cases	193		

<sup>a</sup>0 cells (0.0%) have expected count less than 5. The minimum expected count is 37.88.

In Table 12, the cross-tabulation results indicate participants with transformational leaders 51.4% have high turnover intentions, whereas 48.6% have low turnover intentions. The table also indicates those participants with transactional leaders, 61.6% have high turnover intentions and 38.4% have low turnover intentions.

Table 12. Cross-Tabulation for Leadership Style and Turnover Intentions

Leadership style		Turnover level		Total
		Low intent to quit	High intent to quit	
Transformational	Count	52	55	107
	% within leadership style	48.6%	51.4%	100.0%
Transactional	Count	33	53	86
	% within leadership style	38.4%	61.6%	100.0%
Total	Count	85	108	193
	% within leadership style	44.0%	56.0%	100.0%

### **Null Hypothesis 3**

Null Hypothesis 3 was, There is no significant relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their decision to stay or leave the organization.

A three-way Pearson chi-square analysis was conducted to test the significance of the relationship between each leadership styles, the employee's level of commitment and their turnover intentions. The test concluded that leadership style, the employee's level of commitment and turnover intentions collectively are not independent of each other, indicating there is a significant relationship,  $p = .000$ . Further analysis was conducted to determine the relationship between organizational commitment and turnover intentions. Results from this analysis confirmed a significant relationship,  $p = .000$ . This would explain the relationship found between leadership styles, organizational commitment, and turnover intentions. Table 13 presents the results of the three-way Pearson chi-square analysis for leadership style, organizational commitment, and turnover intentions. Table 14 presents the results of the Pearson chi-square for organizational commitment and turnover intentions.

Table 13. Pearson Chi-Square for Leadership Style, Organizational Commitment Level, and Turnover Intentions

	Value	<i>df</i>	Asymp. sig. (two-sided)
Pearson chi square	35.119 <sup>a</sup>	2	.000
Likelihood ratio	36.711	2	.000
Linear-by-linear association	1.761	1	.185
<i>N</i> of valid cases	193		

<sup>a</sup>0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.52.

Table 14. Pearson Chi-Square for Organizational Commitment Level and Turnover Intentions

	Value	<i>df</i>	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.069 <sup>a</sup>	2	.000
Likelihood Ratio	31.345	2	.000
Linear-by-Linear Association	2.617	1	.106
<i>N</i> of Valid Cases	193		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.84.

In Table 15, the cross-tabulation results show among participants who have transformational leaders and an affective level commitment, 75.6% have low turnover intentions and 24.4% have high turnover intentions. Among employees who reported a continuance level of commitment, 86.4% have high turnover intentions and 13.6% have low turnover intentions. Among employees who reported a normative level of commitment, 68.2% have low turnover intentions and 31.8% have high turnover intentions. Table 15 also shows among participants with transactional leaders and an affective level of commitment, 53.8% have high turnover intentions and 46.2% have low turnover intentions. Among employees with a continuance level of commitment, 72.1%

have high turnover intentions and 27.9% have low turnover intentions. Among employees with a normative level of commitment, 52.9% have low turnover intentions and 47.1% have high turnover intentions.

Table 15. Cross-Tabulation for Leadership Style, Organizational Commitment Level, and Turnover Intentions

Leadership style/Commitment level			Turnover level		Total
			Low intent to quit	High intent to quit	
Transformational	Affective	Count	31	10	41
		% commitment level	75.6%	24.4%	100.0%
	Continuance	Count	6	38	44
		% commitment level	13.6%	86.4%	100.0%
Normative	Count	15	7	22	
	% commitment level	68.2%	31.8%	100.0%	
Total		Count	52	55	107
		% commitment level	48.6%	51.4%	100.0%
Transactional	Affective	Count	12	14	26
		% commitment level	46.2%	53.8%	100.0%
	Continuance	Count	12	31	43
		% commitment level	27.9%	72.1%	100.0%
Normative	Count	9	8	17	
	% commitment level	52.9%	47.1%	100.0%	
Total		Count	33	53	86
		% commitment level	38.4%	61.6%	100.0%
Total	Affective	Count	43	24	67
		% commitment level	64.2%	35.8%	100.0%
	Continuance	Count	18	69	87
		% commitment level	20.7%	79.3%	100.0%
Normative	Count	24	15	39	
	% commitment level	61.5%	38.5%	100.0%	
Total		Count	85	108	193
		% commitment level	44.0%	56.0%	100.0%

In Table 16, the cross-tabulation results indicate participants who reported an affective level of commitment, 63.2% have low turnover intentions. Participants with a continuance level of commitment, 78.6% have high turnover intentions. The table also indicates that participants who report a normative level of commitment, 56.1% report low turnover intentions and 43.9% report high turnover intentions.

Table 16. Cross-Tabulation for Commitment Level and Turnover Intentions

		Turnover Level		Total	
		Low Intent to Quit	High Intent to Quit		
Commitment Level	Affective	Count	43	25	68
		% within Commitment Level	63.2%	36.8%	100.0%
	Continuance	Count	18	66	84
		% within Commitment Level	21.4%	78.6%	100.0%
	Normative	Count	23	18	41
		% within Commitment Level	56.1%	43.9%	100.0%
Total	Count	84	109	193	
	% within Commitment Level	43.5%	56.5%	100.0%	

### Detailed Analysis

The survey instrument solicited responses regarding perceptions of leadership behavior, organizational commitment, and turnover intentions. IBM SPSS 22 software was used to create variables that represented the total item scores for each scale of leadership behaviors, organizational commitment, and turnover intentions. These variables were then used to statistically analyze the data collected.

Detailed examination of the responses led to these results (grouped by null hypotheses):

### **Null Hypotheses 1**

Null Hypothesis 1 was, There is no significant relationship between call center employees' perception of their manager's leadership style and their organizational commitment.

Hypotheses 1 focused on the relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment. A Pearson chi-square cross-tab analysis was used to calculate the independence of the two variables leadership style and the employee's level of commitment. The results showed that the two variables are independent and do not have any association or relationship ( $\chi^2 [1] = 1.746, p > .05$ ), indicating that leadership style and the employee's level of commitment have no significant relationship,  $p = .418$ . Therefore, the null hypothesis is not rejected.

### **Null Hypothesis 2**

Null Hypothesis 2 was, There is no significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization.

Hypotheses 2 focused on the relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave their organization. This is commonly referred to as *turnover intention*. A Pearson chi-square cross-tab analysis was used to test the independence of the two variables: leadership style and turnover intentions. The test shows that the two variables are independent and do not

have any association or relationship ( $\chi^2 [1] = 2.023, p > .05$ ), indicating that leadership style and the employee's turnover intentions have no significant relationship,  $p = .155$ .

Therefore, the null hypothesis is not rejected.

### **Null Hypothesis 3**

Null Hypothesis 3 was, There is no significant relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their decision to stay or leave the organization.

Hypotheses 3 focused on the relationship between call center employees' perception of their manager's leadership style, their level of organizational commitment, and their decision to stay or leave their organization. A three-way Pearson chi-square cross-tab analysis was calculated to test the independence of the three variables: leadership style, employees' level of commitment, and employees' turnover intentions. The results show that leadership style, the employee's level of commitment and turnover intentions are not independent of each other ( $\chi^2 [1] = 35.119, p < .05$ ), indicating there is a significant relationship, between all three variables collectively. Therefore, the null hypothesis would be rejected. Further analysis was conducted to determine the relationship between organizational commitment and turnover intentions. Results from this analysis show that organizational commitment and turnover intentions are not independent of each other ( $\chi^2 [1] = 30.069, p < .05$ ), indicating there is a significant relationship. This explains why no relationship was found between leadership style, organizational commitment and turnover intentions independently; but, a relationship was found between all three collectively.

## **Conclusion**

The purpose of this study was to examine the relationship of call center employee's perception of their leader's leadership style, their level of organizational commitment, and their turnover intentions. Data were collected using SurveyMonkey, a third-party administrator who assisted me in identifying the sample and proceeded to collect the data using a survey that was composed of demographics and three existing survey instruments. The results of the study indicated that there was no significant relationship between leadership style and the employee's level of commitment; therefore, Alternative Hypothesis 1 was rejected. Alternative Hypothesis 2 was rejected because no relationship was found between leadership style and turnover intentions. The results of Hypotheses 3 found there was a relationship between leadership style and the employee's level of commitment and turnover intentions; therefore, Alternative Hypothesis 3 was accepted. The implications of the results presented in this chapter are discussed in further detail in Chapter 5. In addition, the conclusion and recommendations for future research are included.

## **CHAPTER 5. DISCUSSIONS, IMPLICATIONS, AND RECOMMENDATIONS**

Call center work environments continue to be an emerging sector, creating a level of competition in this industry that has expanded since the 1990s (Batt, Holman, & Holtgrewe, 2009). People are an organization's most valuable asset and, therefore, can be a competitive advantage for any organization. However, losing this asset can prove to be



detrimental to an organization both tangible and intangible (Hilmer, Hilmer, & McRoberts, 2004). Turnover plagues many organizations and is no stranger to call center work environments. Hilmer et al. (2004) explained that call center work environments can lead to high stress in employees that result in high turnover. In spite of this truth research that focuses on employees in this industry is minimal. There are several studies that have investigated the relationship between leadership style, organizational commitment, and turnover. However, there is minimal literature that focus on the constructs of leadership style (transformational and transactional) the employee's level of commitment (affective, continuance, and normative), and the employee's turnover intentions. This study sought to add to the body of knowledge by empirically examining the existence of a pathway between all of these variables in the call center environment. Chapter 5 provides a discussion on the conclusions of the research, implications of the study, and offers recommendations for future research.

### **Discussion**

The goal of this study was to investigate the relationship between leadership styles, three levels of organizational commitment and turnover intentions among call center employees. There is a great need for organizations with call center work environments to understand how their employee's attitudes toward organizational commitment and turnover intentions are affected by their manager's leadership behaviors. Understanding this can enable organizations to develop strategies to improve employee commitment and retention.

The expected outcome of this study was to determine the existence of a relationship between call center employees' manager's leadership style, their level of

organizational commitment, and their decision to stay or leave the organization. The research questions for this study included

1. Is there a relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment?
2. Is there a relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization?
3. Is there a relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their intentions to stay or leave the organization?

### **Summary of Results**

Using descriptive statistics, a correlation analysis using Pearson chi square was used to address the research questions outlined in the study.

#### **Research Question 1**

Research Question 1 was, Is there a relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment? Its corresponding hypothesis (H1<sub>A</sub>) stated there is a significant relationship between call center employees' perception of their manager's leadership style and their level of organizational commitment. A Pearson chi square was conducted to determine whether a significant relationship exists between the variables. The test concluded that there was no significant relationship between leadership style and the employee's level of commitment ( $p = .418$ ). Thus, the null hypothesis is not rejected. This indicates that a manager's leadership style does not impact the employee's level of commitment.

## **Research Question 2**

Research Question 2 was, Is there a relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization? Its corresponding hypothesis (H2<sub>A</sub>) stated there is a significant relationship between call center employees' perception of their manager's leadership style and their decision to stay or leave the organization. A Pearson chi square was conducted to determine whether a significant relationship exists between the variables. The test concluded that there was no significant relationship between leadership style and the employee's turnover intentions ( $p = .155$ ). Thus, the null hypothesis is not rejected, indicating that a manager's leadership style has no impact on the employee's decision to stay or leave the organization.

## **Research Question 3**

Research Question 3 was, Is there a relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their intentions to stay or leave the organization? The corresponding hypothesis (H3<sub>A</sub>) stated there is a significant relationship between call center employees' perception of their manager's leadership style, their organizational commitment, and their decision to stay or leave the organization. A Pearson chi square was conducted to determine whether a significant relationship exists between these variables. A significant relationship was found between all three variables collectively: the manager's leadership style, employees' level of commitment, and employees' turnover intentions ( $p = .000$ ). Thus, the null hypothesis is rejected and the alternative hypothesis was accepted. Further investigation was warranted to determine the relationship between organizational commitment and

turnover intentions. A Pearson chi square was conducted to determine whether a significant relationship exists between these variables. A significant relationship was found between these two variables: organizational commitment and turnover intentions ( $p = .000$ ). These results would explain why no relationship was found between the variables leadership style, organizational commitment and turnover intentions independently, but one was found between the variables collectively.

### **Discussion of Results**

With the increasing emphasis on reducing turnover intentions in call center environments, creating a culture of positive relationships between leaders and employees becomes of vital importance. Podsakoff et al. (1996) suggested that it is imperative for leaders to have an enhanced understanding of the variables that influence employee attitudes as this has a positive impact on employee withdrawal behaviors. At the onset of this study, the goal was to show the existence of a relationship between leadership styles, the level of an employee's organizational commitment and their decision to leave their organization.

The empirical findings of the study's research questions found that a significant relationship did exist between the predictor variables of leadership style, organizational commitment and turnover intentions. The findings of this study align with previous literature. Dhawan and Mulla (2009) suggested that the employee's perception of their manager's leadership style influenced their sense of attachment to their work and organization which in turn affected their level of organizational commitment. Walumbwa and Lawler's (2003) research concluded that a manager's leadership style has a positive impact on an employee's withdrawal behaviors, reducing turnover intentions. Walumbwa

et al. (2005) found that specifically leaders who exhibit transformational leadership behaviors have a positive effect on an employee's organizational commitment and other job attitudes.

Although there has been a plethora of research surrounding Bass's (1985) leadership model and Meyer and Allen's (1991) organizational commitment model, very few studies have combined leadership styles, all three levels of organizational commitment, and turnover intentions. Therefore, this research adds to existing empirical evidence that leadership style can be a predictor of organizational commitment and turnover intentions of call center employees. Research has shown that specific styles of leadership, such as transformational leadership, have a positive impact on many aspects of an organization, including organizational commitment and turnover. Supporting Walumba and Lawler's (2003) research, the results of this study on call center employees support positive relationships between leadership, the employee's sense of attachment to the organization, and decreased turnover intentions. This study found that independently leadership styles has no association with organizational commitment and turnover intentions; but, collectively a relationships does exist

### **Implications of Results**

The purpose of this study was to provide insight into the relationship among leadership styles, organizational commitment, and intent to stay among call center employees. The impact of a call center employee's decision to leave an organization can have a long-lasting effect on an organization's bottom line. This research provides implications for organizations that are experiencing high levels of turnover in their call center environments. Understanding the cause of turnover allows the organization to

adapt practices that will assist in minimizing turnover's harmful effect. Reducing turnover by increasing organizational commitment and improving leadership behaviors helps to retain talent. This study has shown that leadership has an overall impact on organizational commitment and turnover intentions.

Call centers have become one of the largest employment creators, offering millions of jobs in the United States (Russell, 2008). This economic impact has generated interest among many scholars. Understanding this phenomenon and the relationship between leaders and an employee's turnover intentions provides a new awareness in leadership practices. This study has shown that specific leadership styles, like that of transformational leadership, prove to be more suitable for call center environments. Without these attributes of leadership, it would be difficult for leaders to lead effectively within a call center environment (Parry, 1998).

It would benefit management to provide education in training in the areas of leadership that could directly impact the bottom line and increased performance. Emphasis must be placed on creating behaviors that foster greater retention and increased organizational commitment in call center employees. Leaders who are risk takers and maintain a consistent approach to leadership; are admired, respected, and trusted by their followers; they behave in a way that motivates the followers to work toward clearly communicated goals; they foster innovation and creativity in their followers; and finally they are willing to accept the differences of followers and is willing to listen to and properly develop their followers (Bass, 1998). Managers that employ human resources practices that capitalize on employee talents and ideas and involve them in everyday decision making have lower turnover rates (Batt, 2002).

## **Limitations**

This study was limited by the following factors:

1. Based on the numbers of call center employees in the United States, the sample size for this study was small. Due to time constraints and the cost for additional licenses for the Multifactor Leadership Questionnaire (Bass, 1985), the researcher was limited to purchasing only a set number of licenses to complete the study.
2. Using a third-party administrator to assist in collecting data limited the number of responses received due to costs associated with individual responses. For additional costs, the researcher would have been able to obtain a larger number of responses that could have generated different and more conclusive results.
3. The study only examined transformational and transactional leadership styles. There are several types of leadership styles that could have been additionally examined. Examining these different leadership styles against the two leadership styles chosen could have generated differing results on their impact on organizational impact and turnover intentions.
4. The study was limited to a general population of call center employees and not a specific call center within a specific organization. The researcher could not gain access to a specific organization's call center due to time constraints. As a result, a deeper examination on company type, size, and industry was not possible.

## **Recommendations for Future Research**

Call centers have become “a key source of customer-specific knowledge and a source of competitive advantage in an increasingly customer-centric world (De Ruyter, Wetzels, & Feinberg, 2001, p. 25). It is widely known that call center environments are often hindered by low job satisfaction and low organizational commitment which can lead to high turnover in an organization. It is imperative for organizations to understand the role that leadership plays in the employee's commitment level and their decisions to stay or leave the organization. The first opportunity for future research would be to focus on one specific organization's call center or group of call centers. This study has

provided general knowledge in respect to understanding how the variables chosen for this study relate to each other. In researching a specific organization, the results from the study could allow call center management within a specific organization to gain the full extent of the study and make it relevant to their organization.

Another recommendation for future research would be for researchers to dig deeper into other subcategories of leadership styles. For instance, adding variables of leadership styles such as laissez-faire leadership, transformational leadership, and transactional leadership could prove to provide additional data that could assist call center management in increasing employee commitment and reducing employee turnover intentions. This study only examined leadership styles against the variables of organizational commitment and turnover intentions. Examining the use of laissez-faire leadership (hands-off leadership approach), transformational leadership, and transactional leadership and its relationship to these constructs could provide sufficient data that could be analyzed in several ways.

Future research and additional analysis on other leadership characteristics that could be motivating turnover could prove beneficial to call center management. The Multifactor Leadership Questionnaire (5x Short Form) was used to allow employees to evaluate their supervisor's leadership style. It would be advantageous to allow supervisors to evaluate their leadership style or characteristics and compare them to the employee's evaluations to determine if there are commonalities or differences between what supervisors believe their leadership characteristics to be and what their employees believe. This could provide additional research that could assist organizations in improving leader-follower relationships



The sample size for this study was very small in comparison to the population of call center employees in the United States. It is recommended that future researchers increase the size of the sample to produce results that provide greater validity and generalizability within the study. Cooper and Schindler (2011) believed that determining an appropriate sample size is critical for several reasons. One reason is that the sample size chosen is more representative of the population being studied. This can help in eliminating possible outliers and other extreme observations in the results.

The purpose of this study was to provide insight into the relationship between leadership styles, organizational commitment, and the employee's turnover intentions. Studies have shown that the responsibility of the leader in an organization falls into many categories and can have a direct effect on the employee's organizational commitment, satisfaction with the job, and ultimately their decision to stay or leave an organization (Podsakoff et al., 1996; Porter & Steers, 1973; Rich, 2006). Turnover has been proven to have implications on organizational performance that can hurt an organization's competitive advantage. This study has shown that leadership has a positive impact on an employee's level of organizational commitment and their intentions to stay or leave their organization.

### **Conclusions**

Call centers have evolved since the 1990s due to technological advances in the customer service industry. Call center environments are at times considered to be areas of dislike by employees. Call center representatives are under extreme pressures in this type of environment because of job design and continuance performance monitoring. As a result call center work can lead to low levels of organizational commitment and high

turnover. Due to the rapid growth of the call center industry, it is imperative for organizations to be aware of the impact that leadership behaviors can have on employee attitudes in order to optimize the effectiveness and well-being of the employee and to increase organizational commitment and reduce turnover intentions. Leaders can assist in improving these outcomes. Leaders who are classified as transformational by their followers view them as being more satisfying and motivating which reduces turnover and increase performance through the building of trust and respect.

This study explored the relationship between call center employees' perception of their manager's leadership styles, their level of organizational commitment, and their intentions to stay or leave their organization. An organization that successfully explores the relationship that leadership has in reducing turnover can improve their overall retention efforts. This study has revealed that leadership has an impact on organizational commitment and turnover intentions.

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## APPENDIX A. STATEMENT OF ORIGINAL WORK

### Academic Honesty Policy

Capella University's Academic Honesty Policy ([3.01.01](#)) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)

Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy ([3.03.06](#)) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

### Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy ([3.01.01](#)) and Research Misconduct Policy ([3.03.06](#)), including the Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the *APA Publication Manual*.

Learner name  
and date Dorica Lynn Johnson, August 14, 2015

Mentor name  
and school Edward Mason, Capella University