

Leadership – Style, Job Satisfaction Effective Commitment and Turnover Intention

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Abstract : *The main aim of this paper is to review the literature regarding Leadership – style, job satisfaction Effective commitment and turnover intention The choice of petroleum sector in Libya to investigate the effect of affective commitment on the relationship between transformational leadership style, job satisfaction and turnover intention, because Libya is a member of organization of petroleum exporting countries (OPEC), this holds the largest proven oil reserves and the most important oil-producing countries in Africa and the world. The petroleum sector in Libya is very important because it is the backbone of Libyan economy. Transformational leadership and Job satisfaction effect positively on Affective commitment and Turnover intention.*

Keywords: Leadership – style, job satisfaction, effective commitment, turnover intention.

Introduction

Libya is a member of the Organization of Petroleum Exporting Countries (OPEC) and holds the largest proven oil reserves in Africa. Libya has attracted hydrocarbon exploration since 1956, when the first wildcat oil well was drilled onshore in the Sirte Basin. Libya granted multiple concessions to Esso, Mobil, Texas Gulf, and others, resulting in major oil discoveries by 1959. The government dominates Libya's economy through control of oil resources, which account for approximately 95% of export earnings, 75% of government receipts, and over 50% of GDP. The National Oil Corporation was established in 1970 to manage and controls Libya's petroleum sector, along with a number of smaller subsidiaries, which combined account for around half of the country's oil output. National Oil Corporation carries out exploration and production operations through its own affiliated companies, or in participation with other companies under service contracts or any other kind of petroleum investment agreements. This is in addition to marketing operations for oil and gas, locally as well as abroad. NOC has fully owned companies which carry out explorations, developments and production operations, in addition to local and international marketing companies (Sasi, 2008). The NOC is the biggest oil producer in Africa. Its mandate is to promote the Libyan economy by undertaking development, management and exploitation of oil resources as well as by participating in planning and executing the general oil policy of the state (National Oil Corporation, 2008).

Transformational leadership

Transformational leadership concept is raising the level of one's awareness, influencing others and self to overtake self-interest for the benefit of the team, and to motivate others to achieve more than they thought possible (Caillier, 2014). According to (Bass, 2008) Transformational managers are those who stimulate and inspire others to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity as well.

Transformational leadership concentrates on long-term rather than short-term goals and places value on developing a vision or inspiring and encouraging followers to pursue this vision. As (Bass 2008& Toscano, 2015) asserted, that such transformational managers support others to grow and develop their leadership by responding to their individual needs. These managers align the objectives and goals of the individual employees, the manager, the group, and the larger organization.

Components of transformational leadership

It would seem from the literature that the earliest conceptualization of transformational leadership was that of (Kuhnert & Lewis, 1987) in as early as (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass & Riggio, 2006), (Engelbrecht & Schlechter, 2006). Burns laid the foundation for this theory, which was built on by others such (Bass & Avolio, 1990) as highlighted as early as (Bass & Avolio, 1990) in the 1990s the importance of developing transformational leaders in order to be responsive to change and to innovate within organizations. These leaders are believed to inspire desires within their followers to achieve and engage in self-development, and to promote the development of groups and organizations by arousing a heightened awareness of key issues and increasing the confidence of followers. They are influential, considerate, stimulating and inspirational.

Consequently, in this model there are four behavioral components of transformational leadership, which can be outlined as follows (Mohamad, 2012; Pieterse-Landman, 2012); (Garbee & Killackey, 2008; TSE, 2008); (Bass & Riggio, 2006);

Idealized influence is concerned with charismatic actions by the leader related to values, beliefs and mission. In this component, it is believed that charismatic behavior by the leader

Idealized influence (behavior), or behaviors charisma, refers to specific leader behaviors that reflect the leaders' value and beliefs, their sense of mission and purpose, also their ethical and moral orientation. Also behavior of the leader becomes idealized and manifests in collective values and actions within the organization, as the leader provides a compelling vision, mission and high standards for emulation.

Idealized influence (attributed), or attributed charisma, refers to follower attributions about the leader as a result of how they perceive the leader's power, confidence, and transcendent ideals.

Individual consideration is where the leader recognizes the individual's uniqueness and individual needs and provides support, encouragement and coaching, delegation, advice and feedback for personal development. Such leaders also link the individual's needs to that of the organization to enable opportunities for growth and self-actualization.

Intellectual stimulation: involves behavior by the leader that encourages new ways of solving problems and innovative ways of executing daily responsibilities by challenging the beliefs and values of the followers, as well as that of their leaders and the organization. The leader appeals to the followers' logic and analysis and the followers are encouraged to take intellectual risks and challenge the status quo.

Inspirational motivation: involves the development and communication of an appealing vision that provides shared and challenging goals, and arouses team spirit, enthusiasm and optimism by modeling the behaviors that are deemed appropriate. It involves energizing the followers in their beliefs to achieve a challenging but achievable vision.

Job Satisfaction

Job satisfaction has been a phenomenon of intense interest among practitioners and researchers for several decades (Cranny, Smith, & Stone, 1992; Locke, 1976; Spector, 1997; Zahari & Shurbagi, 2012). Many different definitions have been put, for instance, some definitions focus on the job itself, while others include all the job-related factors. Practitioners and researchers have defined satisfaction as positive feelings or aggressive responses; whereas others have defined it as the gap between the expected gain and the actual gain. Reference (Spector, 1985) views job satisfaction as a cluster of evaluative feelings about the job.

Job satisfaction refers to an employee's positive attitudinal orientation towards his/her job. It is an affective state towards certain aspects of a job, resulting from a person's appraisal of actual outcomes and all aspects of the relationship with the organization with those outcomes that they anticipated or feel they deserve (Aldhuwaihi, 2013; MacIntosh & Doherty, 2010; Zahari & Shurbagi, 2012). There are various factors cited in the literature that are causal to or have an impact on job satisfaction. These include, but are not limited to, enjoyable work; realistic promotional opportunities; fair remuneration; respectable supervisors; interpersonal relationships, company policies; working conditions; responsibility; achievement; recognition, and psychological empowerment (Aldhuwaihi, 2013; Avey, Hughes, Norman, & Luthans, 2008; Kahumuza & Schlechter, 2008). A few studies have been cited in (Bester, 2008) that specifically relate low levels of employee satisfaction with high levels of turnover. They also found strong relationships between job dissatisfaction and intention to quit in their research.

There is a relatively consistent indication in the research of a negative relationship between job satisfaction and turnover behavior (Arnold & Feldman, 1982; Kahumuza & Schlechter, 2008); (Gregory, 2011; Martin & Roodt, 2008). (Tarigan & Ariani, 2015) found that job satisfaction is directly related to organizational commitment and indirectly related to turnover intentions.

(George, Jones, & Sharbrough, 1996) proposed in their research that the phenomenological experience of work is multifaceted and that a consideration of the combined effects of the different aspects of the work experience assists in understanding turnover intentions. According to these authors, three important aspects of the experience of work are value attainment (the extent to which a job helps an individual attain life values – the enduring beliefs one holds of what is appropriate), attitudes (the knowledge structures that capture how one evaluates a job – including job satisfaction and organizational commitment) and moods (the affective states individuals experience when they are engaged in their work – how one feels when performing one's job). In their research, they found that the job satisfaction and turnover-intention relationship was strongest when an individual's job did not help him attain their personal values and positive moods were experienced.

It is clear from the above that job satisfaction has an impact on the organizational outcome of turnover due to its direct relationship with intention to quit. Specific reference was made to how the structure of work relates to job satisfaction (George

et al., 1996). Job satisfaction, with specific reference to job related characteristics, is therefore important factors to consider if a leader or organization wishes to ensure the mitigation of turnover intentions in their employees.

Organizational Commitment

The topic of organizational commitment has become immensely popular in the past two decades through interest of researchers and practitioners in the field of management (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). Organizational commitment has been researched in various contexts; including (a) Perceived Organizational Support (O'Driscoll & Randall, 1999), (b) Performance Among Guest Workers (Shaw, Delery, & Abdulla, 2003), (c) Job Outcomes (Wasti, 2005), (d) Trust, Innovative Behavior (S.-H. Lee, 2008), (e) Organizational Culture and Leadership Style (Lok & Crawford, 1999) and (f) Job Satisfaction (Shurbagi & Zahari, 2013). Some of these studies pointed out that organizational commitment have a positive relationship with these variables.

The mediating role of organizational commitment (affective commitment)

Many scholars have defined the concept of organizational commitment in different ways. (Porter, Steers, Mowday, & Boulian, 1974) defined organizational commitment as a belief and acceptance of organizational goals and values, the willingness to exert effort toward organizational goals, accomplishments, and a strong desire to maintain organizational membership. Basically, it is individual's affective binding with his/her organization as a consequence of accepting organizational values, and the willingness to keep working within the organization. (Meyer & Allen, 1991) mentioned three types of commitment, including commitment from necessity (continuous commitment), commitment from obligation (normative commitment), and the affective organizational commitment which is studied extensively and the most relevant form compared to the organizational identification (Gautam, Van Dick, & Wagner, 2004). (Meyer & Allen, 1991) defined affective commitment as an emotional attachment, identification, and involvement in the organization. Affective commitment refers to the feelings of belonging and the sense of attachment to the organization. It has been related to the personal characteristics, leadership behaviors, and the organizational structures (Hartmann & Bambacas, 2000).

All of the definitions concerning affective organizational commitment emphasize the employee's bond with the organization, captured by the characteristics such as acceptance of organizational goals, values, and a strong desire to associate with the organization (Joo & Park, 2010). According to the studies, there are some variables related to the affective commitment, the structure and environment of the organization. The characteristics of the job, interesting work, job security, opportunities for advancement, development, organizational support, supervisory support, fair treatment (formal procedural justice, distributional justice and interactional justice), participatory management, openness to new ideas, change, satisfaction with salary, the employee's job experience, mismatch in working hours (negatively correlated), and downsizing some of these variables in turn lead to absenteeism and turnover intention (J. Lee & Corbett, 2006; Van Emmerik & Sanders, 2005) As the affective commitment is more important than the other commitment types, affective commitment and its relations with the transformational leadership, job satisfaction and turnover intention are discussed in this study.

Turnover intention

Organizational leaders must identify variables that predict significant levels of propensity to leave. When organizations measure their employees' turnover intention When organizations measure their employees' turnover intentions, organizational leaders can gain a better insight into probability of their employees separating from the organizations, organizational leaders can gain a better insight into the probability of their employees separating from the organization (Amankwaa & Anku-Tsede, 2015). As a result, organizational leaders can identify opportunities to minimize turnover in organizations (Riegall, 2012).

Organizational leaders must make significant investments in replacing productive employees who voluntarily terminate their employment. High levels of attrition result in disruptions of work, decreases in company morale, loss of historical knowledge, and loss of knowledge and skills in organizations (Pieterse-Landman, 2012). Most organizational leaders agree that not all turnovers are undesirable. In some cases, it is desirable when nonproductive employees voluntarily leave. However, in many cases, talented employees voluntarily separate from their organizations.

When deciding whether to leave or to stay, individuals evaluate their job to get a sense of their job satisfaction (Mobley, 1977). Therefore, many company leaders seek to minimize voluntary turnover among their employees by reducing the number of employees who are dissatisfied with their job. Turnover intention occurs when employees plan to leave their position or organizational leaders plan to remove employees from a position.

(Price, 1977) developed a conceptual model of the turnover process that proposed four determinants of turnover: (a) pay levels, (b) integration into the organization, (c) instrumental communication or role performance, and (d) formal communication. Similar to Price's model, (Mobley, Horner, & Hollingsworth, 1978) developed a turnover intentions model that had four facets:

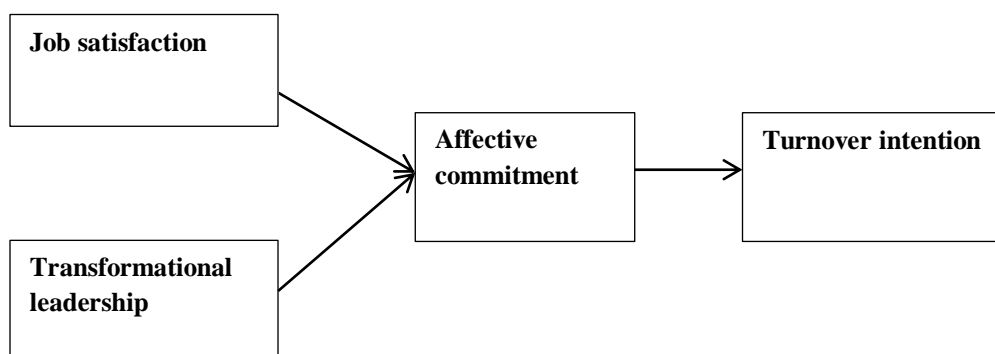
(a) job satisfaction, (b) expected utility of internal alternative work, (c) expected utility of external work role, and (d) non-work values. More recently, researchers have examined other factors that predict employee propensity to leave. Role ambiguity, conflict, perceived workload, age, years in position, and gender all have been explored as variables that could affect turnover (Carayon, Schoepke, Hoonakker, Haims, & Brunette, 2006; Guimaraes & Igarria, 1992).

The findings from past studies have empirically linked job satisfaction and turnover intentions and (Mobley, 1977) demonstrated that job satisfaction negatively influences propensity to leave. Research studies have shown that employee participation in decision making can affect job satisfaction and turnover intentions. (Porter et al., 1974) and (Kumar, Ramendran, & Yacob, 2012) revealed an empirical link exists between organizational support and turnover intentions. (Lacity, Iyer, & Rudramuniyaiah, 2008) explored the role of job performance on the employee withdrawal process. (Allen & Griffeth, 2001) reported that there is a significant relationship between performance and perceived ease of movement and turnover intentions. Allen and Griffeth revealed that rewards moderate the relationship between performance and the desirability of movement.

Intentions are the most immediate determinants of actual behavior (Alam & Mohammad, 2010) Turnover has been an important topic of research in many disciplines, most of which have focused primarily on identifying antecedents for and developing models of the turnover process. Turnover and retention are referred to interchangeably in the literature. Ensuring retention of knowledge workers refers to those actions involved in getting employees to stay with the organization and minimize voluntary turnover (Joarder, Sharif, & Ahmmed, 2011). To achieve this requires an understanding of what causes turnover so that effective measures can be taken to prevent it. The most important and immediate antecedent of turnover is an intention to quit. Intention to quit is the strength of a person's view that he/she wishes not to stay with an organization (Gregory, 2011).

The review of related literature has presented various antecedents for intention to quit, namely biographical and demographic variables; work-related factors; conditions of employment; extent to which work expectations are perceived to be met; conflicting standards; availability of alternatives; psychological climate; organizational citizenship behavior; job attitude; job satisfaction; perception of control; job stress; absenteeism; boundary spanning; perceived organizational support; job satisfaction; perceived supervisor support; communication and consultation; challenging work; leadership; development opportunities; remuneration and reward; person-organization fit; and more (Carayon et al., 2006; Carmeli, 2005; Houkes, Janssen, de Jonge, & Nijhuis, 2001; Vorster, Olckers, Buys, & Schaap, 2005). There is also evidence in the literature of the impact of leadership behaviors on intention to quit (Dixon, 2007).

Conceptual framework:



Conculction

Among these antecedents were a prominent few that stood out in the literature review conducted for the purpose of this study, in that they were also shared as either cause or effect among the antecedents of one or more of the other two constructs in this study. For this reason, only these most prominent antecedents will be explored in more detail within this literature study for the significance they may have in the relationship explored between the constructs of transformational leadership, job satisfaction, organizational commitment as mediator and intention to quit.

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