

Impact of Transformational and Transactional Leadership Styles on Affective Organizational Commitment: Analyzing the Conditional Role of Organizational Mission-driven Culture in Qatari Primary Health Care Corporation

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Abstract: Since leadership beliefs differ across cultures, there remains a paucity of evidence on the relationship between leadership styles, organizational culture, and affective organizational commitment. Therefore, this study made an attempt to examine the relationship between leadership styles, organizational mission-driven culture, and affective commitment of Qatari Primary Health Care Corporation (PHCC) employees. Under the lens of implicit leadership theory, the study hypothesized the conditional role of organizational mission-driven culture on the relationship between transactional leadership style and affective organizational commitment. The study also hypothesized the direct relationship between transformational leadership and affective organizational commitment. Data was collected from 23 health care centres, and a total of 1029 valid responses were analyzed via SPSS. Findings of the study revealed that the direct relationship between transformational leadership and affective organizational commitment of employees is positive and significant. Conversely, the direct relationship between transactional leadership and affective organizational commitment of employees is insignificant. Interestingly, the conditional role of mission-driven culture magnifies the relationship between transactional leadership and affective organizational commitment of employees, indicating that to reach a balance between transactional and transformational leadership styles, the role of mission-driven culture is considerable. These findings confirm that leadership beliefs differ across culture and conclude that transformational leaders reinforce organizational culture while transactional leaders work under existing organizational culture.

Keywords: Organizational Mission-driven Culture, Transformational Leadership Style, Transactional Leadership Style, Affective Organizational Commitment

1. Introduction

Healthcare in the Gulf Cooperation Council (GCC) rapidly evolves due to demographic changes, government investments, political dynamics, and technological advancements. In this shifting landscape, it is crucial to understand the leadership characteristics of executives and medical professionals in management roles to improve healthcare services. Effective leadership is essential as it significantly influences organizational commitment and overall organizational performance (Walsh & Arnold, 2020). Leaders are instrumental in guiding employees toward achieving organizational goals, and their leadership styles can either enhance or undermine employee engagement, job satisfaction, and employee commitment (Nguyen et al., 2023; Xu et al., 2022; Kim et al., 2021; Amina et al., 2021; Attia & Hadi, 2020; Waheed et al., 2017; Bejinaru & Băeșu, 2013). Previous studies have shown that positive employee attitudes and organizational commitment are linked to effective leadership (Minhaj et al., 2019; Yiing & Bin Ahmad, 2009). However, the role of organizational mission-driven culture in healthcare has been underexplored (Rathert et al., 2009), and it demands scientific inquiry because the relationship between transformational leadership, transactional leadership, and organizational culture is complex. This is because implicit leadership theories differ across cultures. Due to this, some leaders reinforce organizational culture while others work under existing organizational culture. Therefore, this study made an attempt to explore this phenomenon in Qatari Primary Health Care Corporation (PHCC).

In Qatar, the government prioritizes healthcare as a key component of nation-building, which is reflected in substantial investments in healthcare infrastructure (Bener & Al Mazroei, 2010). However, to maximize the benefits of these investments, there is a pressing need to develop managerial competence among medical leaders. Therefore, the purpose of this study is to investigate the condition under which organizational mission-driven culture and leadership styles (e.g., transformational and transactional leadership styles) impact affective commitment of Qatari Primary Health Care Corporation (PHCC) employees. This study contributes to the

transformational and transactional leadership literature by uncovering the multiplicative effect organizational mission-driven culture and transactional leadership has on organizational affective commitment.

2. Literature Review

2.1 Transformational and Transactional Leadership Styles

Transformational leadership is a supportive, encouraging, and motivating style of leadership to lead subordinates. Transformational leaders possess four attributes: inspirational motivation, individualized consideration, idealized influence, and intellectual stimulation (Al-Thawabiya et al., 2023; Minhaj et al., 2019; Bass & Avolio, 1994, p. 3). These attributes positively influence employees' psychological needs for competence, autonomy, and relatedness, thereby leading to job satisfaction, affective commitment, employee engagement, and psychological empowerment (Northouse, 2021), among others job attitudes. On the other hand, transactional leadership focuses on rewards and punishment to strengthen the relationship between employees and their performance (Burns, 1978). These leaders provide performance-based rewards, achieve specific outcomes, work within organizational culture, and are much focused on the here and now (Dong et al., 2023; Yahaya & Ebrahim, 2016; Judge & Piccolo, 2004; Sarros et al., 2002).

2.2 Organizational Culture

Organizational culture is the mental model of an organization Hadi and Sheikh (2024). This model captures the beliefs, norms, shared values, and shared behaviors of the employees (Robbins, 1993; Denison 1996, p. 624). Denison (2006) and Denison and Mishra (1995) emphasized that culture plays a critical role in organizational adaptation and organizational performance. Adaptability requires balancing stability with flexibility to meet evolving needs and to implement changes effectively; therefore, the role of leadership in organizational culture literature needs consideration.

2.3 Affective Organizational Commitment

Organizational commitment is a multidimensional construct (Hadi, 2022; Tahir et al, 2021; Waheed et al., 2017; Meyer & Allen 1990, 1991, 1997), which includes affective organizational commitment, continuance organizational commitment, and normative organizational commitment. Affective commitment stems from emotional and psychological attachments to the organization, while continuance organizational commitment relates to the perceived costs of leaving the organization, and normative organizational commitment reflects a sense of obligation to stay (Tahir et al., 2021; Smith & Taylor, 2019). Employees who perceive supportive organizational culture are more committed to their goals (Amina et al., 2021, p. 152). In the healthcare sector, Johnson et al. (2020) and Shahbaz and Hadi (2021) discovered that hospitals prioritizing patient-centered care, employee well-being, and learning opportunities foster higher nurse commitment. This indicates that a culture valuing both patient outcomes and employee satisfaction enhances OCOM among healthcare professionals. This underscores the role of OC in shaping both employee behavior and their ethical commitment to the organization. Since leadership styles and organizational culture positively and significantly influence emotional and psychological attachments of employees with their organization, we considered affective organizational commitment of employees in the current study.

2.4 Hypotheses Development

Leadership styles within an organization play a crucial role in influencing employee commitment. Transformational leadership, characterized by inspirational vision and individualized consideration, has been found to foster higher levels of organizational commitment and employee performance among employees (Minhaj et al., 2019; Bass, 1998). Transformational leaders who inspire and motivate their team members are more likely to cultivate a sense of commitment and loyalty among employees (Xu et al., 2022; Kim et al., 2021; Peng et al., 2020; Attia & Hadi, 2020; Abasilim et al., 2019). Conversely, the relationship between transactional leadership and employee commitment is inconsistent. For example, studies (Mahfouz et al., 2022; Puni et al., 2021; Mahfouz, 2019, p. 7) found a positive relationship between transactional leadership and employee commitment, whereas Abasilim et al (2019) found an insignificant relationship between transactional leadership and employee commitment. Similarly, leadership style, characterized by a lack of direction and support, can negatively impact employee commitment (Yukl, 2013). Employees who perceive their leaders as disengaged or indifferent are less likely to feel committed to the organization's goals and may become disengaged themselves.

What emerges from this discussion is that transformational leaders have the ability to reinforce “norms” and “behaviors” within organizational culture, thereby suggesting that transformational leadership has a direct impact on organizational culture (Nguyen et al., 2023; Schein, 2017; Kargas et al., 2015; Schein, 2010; Avolio, & Bass, 2002; Bass & Avolio, 1994). On the other hand, leadership beliefs differ across cultures due to implicit leadership theories and transactional leaders’ works within the existing beliefs, norms, and rules of organizational culture (Dong et al., 2023, p. 24); thereby, a mission-driven culture may guide transactional leaders. Thus, transactional leaders need to understand the culture within which they works and they also need to understand the expectation of their employees. This way, we develop the following hypotheses:

H1: Transformational leadership positively and significantly influences affective commitment of PHCC employees.

H2: Organizational mission-driven culture moderates the relationship between transactional leadership and affective commitment of PHCC employees.

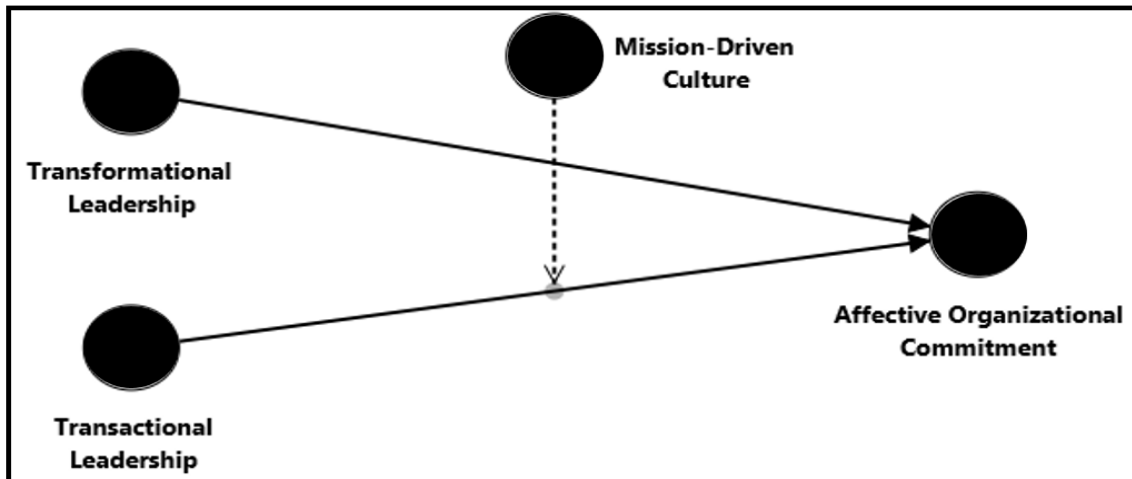


Figure 1: Research Model

Source: authors own compilation

3. Methodology

This study conducted deductive approach, therefore the study employs quantitative research to examine the relationship between leadership styles and organizational commitment in Qatar's healthcare system, considering organizational mission-driven culture as a moderating factor. Self-administered questionnaires were employed across 23 PHCC health centers. Out of 1,653 participants, 1,029 questionnaires met the inclusion criteria. The study involved various medical staff, ensuring a representative sample. The high return rate (82.2%) validates the effectiveness of quantitative methods, particularly concerning large target populations like the PHCC. The researcher utilized SPSS version 23 for data analysis, employing descriptive, reliability, and moderation analyses. To understand respondent characteristics, descriptive analysis was conducted, while reliability analysis assessed item consistency using Cronbach Alpha. Hierarchical regression was further executed to examine the moderating role of mission-driven culture on the relationship between transactional leadership style and affective commitment of PHCC employees.

3.1 Demographics Analysis

Regarding demographics, approximately 62.8% of the 1,030 medical staff surveyed in Qatar identified as female. Additionally, a majority of respondents, around 65.1%, answered in English, indicating a predominance of non-Arabic expatriates. The distribution of respondents across age groups showed that the majority, approximately 51.7%, were aged between 31 and 40 years. The majority of respondents, around 71.4%, were married, and the survey captured a diverse range of nationalities, with Indians comprising the largest group at approximately 33.5%.

Regarding respondent designation, nurses constituted the largest group at approximately 41.8%, followed by pharmacists at around 15.6%. A significant proportion of respondents, around 27.5%, had 1 to 5 years of work experience. The educational background of respondents showed that the majority, approximately 76.4%, held

bachelor's degrees, while a small percentage, around 2.9%, held PhDs. Moreover, the majority, approximately 77.0%, earned QR 25,000 or less monthly. Lastly, the distribution of health centers across Northern, Central, and Western Qatar indicated coverage across the entire country.

3.2 Reliability

The reliability of the variables were assessed using the Cronbach Alpha test to ensure the internal consistency of the Likert scale surveys. The results, presented in Table 1, showed high Cronbach Alpha values for all variables, indicating acceptable internal consistency $\alpha > 0.7$ (Hadi et al., 2016). All the variables exhibited satisfactory reliability with values ranging from 0.729 to 0.940.

Table 1: Reliability statistics

Variables	Cronbach's Alpha Value	N of Items
Transactional leadership	.760	6
Transformational leadership	.791	20
Mission-Driven Culture	.940	11
Affective Commitment	.729	6

3.3 Hypotheses Testing

To test the hypothesized relationships, regression analysis was conducted. The path emanating from transformational leadership to affective organizational commitment posits that transformational leadership is positively related to affective organizational commitment (H1); the results of the study support this hypothesis ($\beta = .534$ and $p < 0.05$) and suggest that fulfillment of employees' psychological needs influences their psychological attachments with their organization. Regarding H2, which claims that organizational mission-driven culture moderates the relationship between transactional leadership and affective organizational commitment, was supported ($\beta = .451$ and $p < 0.05$). This result indicates that the organizational culture influences the behavior of transactional leaders. This results confirm the application of an anthropological view, which proposes that the leader is part of the organizational culture (Smircich, 1983).

Table 2: Moderation of mission-driven culture

Predictor	AC			Sig.
	β	R ²	ΔR^2	
TSF	.534			.001*
TSL	.081	.329	-----	
M	.201			
TSL × M_C	.451	-----	.043	.001*

Source: Authors computation

To explore the moderating effect, the study found that the relationship between transactional leadership style and affective organizational commitment of employees is insignificant at low levels ($\beta = .081$, $t = 1.81$, and $p > 0.05$). This means that no mean differences were found between mission-driven culture and affective organizational commitment at a low level of transactional leadership.

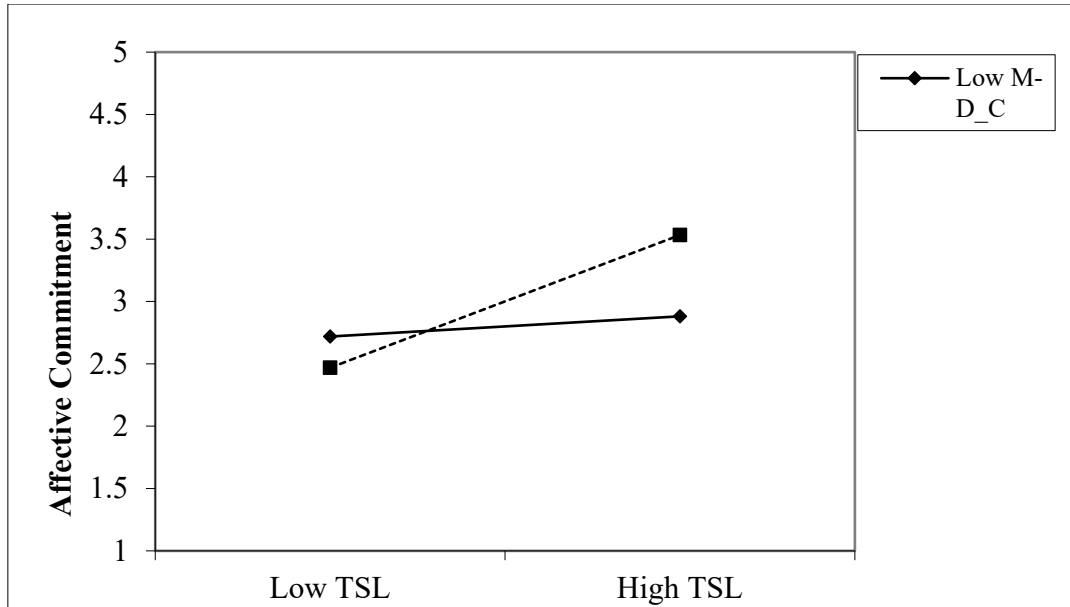


Figure 2: Slope analysis

Source: authors compilation

However, statistically significant differences were found between mission-driven culture and affective organizational commitment at a high level of transactional leadership ($\beta = .532$, $t = 4.85$, and $p < 0.05$). This indicates that transactional leadership is influenced by mission-driven culture and high mission-driven culture, and that high transactional leadership positively affects affective organizational commitment of PHCC employees (see Table 2 and Figure 2 for details).

4. Discussion

The research focused on understanding the relationships between leadership styles, organizational mission-driven culture, and affective commitment of Qatari Primary Health Care Corporation employees. Results confirm hypothesis 1, which posits that transformational leadership positively and significantly influences affective commitment of employees. This finding is consistent with that of Shao et al. (2022), Cho et al. (2019), and Allen et al. (2017) who found a positive relationship between transformational leadership style and affective organizational commitment of employees. This result provides theoretical implications that transformational leadership is more important for affective organizational commitment of PHCC employees. With reference to transactional leadership, our findings confirm that transactional leadership positively affects affective organizational commitment in the presence of organizational mission-driven culture, thus supporting H2. This result indicates that transactional leaders working under mission-driven culture are more effective for affective organizational commitment of PHCC employees. This means that transactional leaders' behaviors are influenced by organizational culture, and transactional leaders who meet organizational mission-related needs are successful leaders. It can be argued that transactional leaders must ensure that the mission and culture of their organization don't get lost in chaos; they must achieve a close fit between organization culture, strategies, and practices to be successful leaders. This finding is consistent with the anthropological approach, which proposes that a leader is part of the organizational culture (Smircich, 1983). The finding also agree with Cho et al. (2019) who found statistical differences between transactional and transformational leadership in US and Korean contexts and recommends that transactional leaders must set high expectations and mission-driven goals, and they must link these expectations and mission-driven goals with rewards.

5. Conclusions

This research has focused on the impact of transformational and transactional leadership styles on affective organizational commitment under the conditional role of organizational mission-driven culture, which we found a neglected area, which we found overlooked in Qatari Primary Health Care Corporation. Acquiring theoretical insights from implicit leadership theory, the study hypothesized the conditional role of organizational mission-driven culture on the relationship between transactional leadership style and affective organizational

commitment. Findings of the study revealed that the direct relationship between transformational leadership and affective organizational commitment of employees is positive and significant. Conversely, the direct relationship between transactional leadership and affective organizational commitment of employees is insignificant. Interestingly, the conditional role of mission-driven culture magnifies the relationship between transactional leadership and affective organizational commitment of employees, indicating that to reach a balance between transactional and transformational leadership styles, the role of mission-driven culture is considerable. These findings confirm that leadership beliefs differ across culture and conclude that transformational leaders reinforce organizational culture while transactional leaders work under existing organizational culture.

Findings of the study suggest that a new form of leadership, i.e., ambidextrous leadership (a balance between transformational and transactional leadership), is needed for affective organizational commitment of PHCC employees. Therefore, PHCC managers must invest on ambidextrous leadership to maximize their subordinates' affective commitment or develop a roadmap (transformational leadership skills) to transform transactional leaders into transformational leadership style to achieve PHCC employees' psychological attachment and affection. We strongly suggest future research on the mediating role of organizational culture in the relationship between transformational leadership and affective organizational commitment, and the moderating role of organizational culture on the relationship between transformational leadership and affective organizational commitment, need prompt scholarly attention.

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