



## IMPACT OF TRANSFORMATIONAL LEADERSHIP ON CAREER COMMITMENT THROUGH INTRINSIC MOTIVATION: DOES AGE MATTER?

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**Abstract :** In this study, we explored the mediating role of intrinsic motivation and the moderating role of age on the relationship between transformational leadership and employees' intrinsic motivation. A total of 245 respondents filled out questionnaires from banking and manufacturing industries of Pakistan. First the paper tested for model fitness and finding a poor fit, factors were explored in EFA. Career commitment showed two dimensions named as loyalty and personal dissatisfaction, one item were deleted in transformational leadership for better result fit while intrinsic motivation did not fit at all. With one removed item in Transformational leadership, hypothesis were tested. Results revealed that intrinsic motivation mediated the relationship between TL and CC, but age as a moderator does not show significant results. This study also adds to career commitment literature by empirically testing the moderating role of age and the mediating role of intrinsic motivation on its relation with transformational leadership. Findings suggest that employees' intrinsic motivation does explain the relationship between transformational leadership and career commitment and does not vary for different aged employees in an organization.

**Keywords:** Transformational leadership, intrinsic motivation, career commitment, age.

### Introduction

Regarding behavior and attitudinal outcomes in the manner of work context, transformational leadership is considered as the most comprehensively investigated leadership styles. Although among all leadership theories, transformational leadership is prescribed as the most profound theory of leadership, the outcome of their career is still limited' according to the knowledge regarding the coalition with their followers. The success of career is still not understood well, according to the fundamental mechanisms explaining that how employees are affected by transformational leaders (Hoch, Bommer, & Dulebohn, 2018). A transformational leader is defined as encouraging the intrinsic motivation by communicating attractive visions, common goals and shared values of their followers (Baethge, Rigotti, & Vincent-Hoeper, 2017). The sound evidence is provided by the present meta-analysis for the purpose of gaining reliable relationships among the range of job outcomes like organizational behavior of citizenship,

satisfaction of job, performance of the job and commitment with respect to transformational leadership (Hoch et al., 2018; Oh et al., 2011).

Literature of the transformational leadership explains, intrinsic motivation and subsequently worker's motivation for the purpose of building the social exchange relationship can be improved by transformational leadership (Kark & Van Dijk, 2007; Rafferty & Griffin, 2004). Intrinsic motivation emphasizes on human behavior, effects, emotions and attitudes which move to the reward of experience to autonomy and effectance (Cho & Perry, 2012; Lemyre, Treasure, & Roberts, 2006). The advancement of which is to promote creativity and produce positive psychological elasticity, employee take risk and may go through the perseverance (Majeed & Ghazali, 2017). Through the proposal of transformational leadership, employees motivated to give logical research in different field of motivation (Conchie, 2013).

Management and Human Resource Research Journal

Official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available [www.cird.online/MHRRJ](http://www.cird.online/MHRRJ); E-mail: [MHRRJ@cird.online](mailto:MHRRJ@cird.online)



According to identical development perspective, career commitment means to identify and evaluate explored career and it helps to choose life during college time (Negru-Subtirica, Pop, & Crocetti, 2015; Stringer & Kerpelman, 2010). On the career of the employee's transformational leader has a constructive effect, which may likely enhance their skills by developing opportunities, while in the social science, under some specific conditions, intrinsic motivation of employees forced out by the career commitment of employees. There are certain conditions required as well that outset workers are intrinsically motivated, and also that controlling perceived to the outside intervention (Frey, 2017). Enhancement of career commitment influences the perception regarding HRM practices within an organization and enhances the desire of their achievement of the career, which considered as an important objective. So it depicts, workers who are highly committed with their career are comparatively enjoyed the elevated positive career outcomes. Through examining the framework for antecedents and results of career commitment it is gestating that it gives potential to one's motivation on job is the elected theory function of career motivation (Hall, 1971; London, 1983; Mone, 1987).

The basic purpose of this study was to investigate the association sandwiched between career commitment and transformational leadership using intrinsic motivation as a key mediator. This study argues that, in situations where transformational leadership is in effect, intrinsic motivation in work plays a vital role in enhancing career commitment among employees. Specifically, this can influence employees to endeavor to benefit their organizations through intrinsic motivation. In the literature our study makes numerous contribution. First, we propose a clarification for the association between transformational leadership and career commitment of the employees in an organization by proposing the intrinsic motivation as a mediator and age as a moderator between both dependent and independent variables. In the wide organization, transformational leadership provides the adherent with the teaching, mentoring and supporting and also make straighten the goals and objectives of the particular follower (M. B. Bass & Riggio, 2006).

#### **Literature Review**

##### **Transformational Leadership:**

In the view of traditional transformation leadership literature, the Transformational style of leadership is straight and motivate to employee attempt by state a vision that uplift the employees' consciousness and compensate the important value of organization and its operation and results. (Jneid et al., 2011).

Transformational leaders inspire their companion to further self-centeredness and effort for the collective of good (B. M Bass, 1985; Bernard M. Bass, Avolio, Jung, & Berson, 2003) by the four conducts this leadership technique include inspirational motivation, idealized control, intellectual stimulation and individualized deliberation (Bernard M. Bass et al., 2003). Accordingly inspirational motivation headman generate an pleasing and clear picture of the future of the organization and high the confidence keenness of its companion and their devotion to the organization (Ferrerias Méndez, Sanz Valle, & Alegre, 2018). Idealized influence means that the leader of an organization emphasize the virtuous and moral inference of their settlement hence it is ensure that they are esteem, depend on and appreciated by their companion. Intellectual stimulation depicts that leader prop up their supporters to utilize their power of creating, assumptions for extensive held questions and find out different ways to check problems (Ferrerias Méndez et al., 2018). At last, personalize deliration entail leaders for paying attention on the need's and desires of an individual, and then allocate them to realize their perspective by attaining innovative learning accomplishments and the environment that realize progress and growth (Ferrerias Méndez et al., 2018).

Previous literature recommend that while transformational leadership is view by the leaders of the top management (B. M Bass, 1985; Bernard M. Bass et al., 2003), their impact has been shown not on single level but also on the level of institution (Oh et al., 2011). In the summing up the reason which explain these points that Firstly, in the organization, managers at the top level may serve themselves as a role model for the lower level of managers, in an organization by showing their encouragement (down cascading) in the transformational leadership. Secondly, A leader has the power to inspire their employees and line up their attempt to meet the vision of the organization and at last, the top organizational leader badly affects the practices, strategy, and system of an institution in an organization. A transformational leadership theory has a core belief that transformational leaders have "trigger the higher-order requirements of their workers" (Jneid et al., 2011) but this anticipation has only been sparingly tested (Hetland et al., 2011; Kovjanic, Schuh, & Jonas, 2013) and its final result with motivation has not been identified properly (B. M Bass, 1985). It is narrated that transformational style of leadership includes therapy, subordinates recording, encouraging subordinates' recording, development, encouraging followers to attend coaching course and assign duties (consider in the class of individualized deliberation) (Rafferty & Griffin, 2006).



Transformational leaders create a helpful environment that permit developers to thrive with the help of coaching and mentoring and also congregate the requirements of their workers (M. B. Bass & Riggio, 2006).

In constitution of transformational leadership, it has been stated that leaders should give training to their followers for gaining compliance rather than the change in the ethics, stance, and viewpoint of supporters (B. M Bass, 1985; Yukl, 1999). By the providence of consideration and connotation properly, transformational leaders arouse their supporters to attain extraordinary results (Gumusluoglu & Ilsev, 2009). Transformational leaders promote data attainment with the motive that data attainment is an element to forecast the significant changes in the intensity of profit in an organization also ensure that products are delivered on time with the quality of the process (Inkpen, 1998; Politis, 2002).

#### **Intrinsic Motivation:**

Intrinsic motivation is considered as a hedonic because it belongs to the one's activities of experience, enthusiasm and enjoyment (Menges, Tussing, Wihler, & Grant, 2017). Workers are motivated by leaders to perform better when they know that their work is interesting. Substantial research has connected intrinsic motivation as in which works enjoyment is a desire in itself and (Ryan & Deci, 2000), performance of higher job (Grant, 2008; Piccolo & Colquitt, 2006; Rich, Lepine, & Crawford, 2010). In an organization, with the help of intrinsic motivation employees makes unchallenging aversive, trained employees to perform extensive, harder, intellectual and more inventive (Amabile, 1993; Gagne & Deci, 2005). Those individuals who are motivated by intrinsic are comparatively more elastic and hence are more likely to adopt non-predictive approaches for solving the problems in an organization.

Intrinsic motivation has become the iconic and fashionable topic in the field of a business magazine from the past 10 years. It is stated by the Amabile, (1983) that by an individual's motivation of intrinsically task it plays a very important role in allocating responses that may result in resourceful outcomes. And it is just for the reason that the intrinsic motivation "constructs the distinguishing feature between what an individual person can do and what an individual person will do" (Amabile, 1983). There are various definitions of intrinsic motivation as stated by different authors like, Deci, Connell, & Ryan, (1989) depicts that intrinsic motivation is basically a desirable activity to perform for your own sake of interest, so as for the experience the delight and satisfaction immanent in the activity. Intrinsic motivation is also defined as a motivation to busy in work especially for the sake of yourself, because of

that reason that it is fascinating, appealing or satisfactory (Amabile, Hill, Hennessey, & Tighe, 1994). It also motivates the workers to perform better with properly, support their co-workers and further do innovation in their work (Majeed & Ghazali, 2017). Moreover, those employees who are intrinsically motivated would also invest eminently struggle, as they are interested in learning and to do work long lastingly.

Intrinsic motivation illustrates the desire to pay out crack based on notice in and entertainment of the vocation by own (Amabile et al., 1994; Gagne & Deci, 2005; Ryan & Deci, 2000). The term "intrinsic motivation" has been used broadly to refer to motivation that is not clearly attributable to organic need or to detail of any external factor. Deci E.L & Ryan R.M, (1980) defines intrinsic motivation as motivation based on an inborn need for feelings of self-insistent on competence. He conserves that circumstances giving soar to feelings of ability are only intrinsically motivated if there is a guiding realization of personal control. In various settings which indicate that rewards tend, under some circumstances, to erode the intrinsic motivation that was too began.

#### **Career Commitment:**

Career commitment includes the aim of self-creation and loyalty to individual's personal career, which might be a dominance to employment in different organizations. A career commitment is described as the behavior of an individual towards its career. Career commitment is accepted as a kind of job commitment in which the individual is considered as a career facet (Morrow, 1993). The degree in which individuals are recognized as a powerful way of career commitment illustrated that there are chances that those institutions with which they have mold relationships may show the higher level of assumptions and requirements. It is also stated that those persons who are committed vastly with their careers might be shown more motivation with their institution due to the fulfillment of their satisfaction in the workplace rather than those employees who are less committed with their careers (Lansing, 1999).

Career commitment is the study of significance, as it is the gauge of youth enlargement or blooming, commencing the distinctiveness perspective of development (Hirschi, 2009). This oratory is relatively associated to that of the 'innovative career' which suggest that the institution can no longer offer human resources career for the lifetime (Bridges, 1995; Kanter, 1989). As their consequence shows that careers are considered to exist boundary-less (Arthur & Rousseau, 1996) with the compulsion cite on persons to take rationality for their administration (Arnold, 1997). Those individual's who are



career committed should also experience more success in their career rather than those who are committed less (Yahya & Tan, 2015). Committed individuals should get ready to make notable funding in their careers. Study of Colarelli & Bishop (1990) illustrates that career committed people will be more supplementary probable to set high objectives for their career and then put the fourth effort besides to prolong these targets even with the situation of any kind of barrier or misfortune. Previous researchers (see Bandura, 1986; Greenhaus & Parasuraman, 1993) also demonstrated that high performance is usher by the great effort and determination, and the result of these high performances are always significant like if salaries increase with good promotion than it gives a self-satisfaction. It is often shown that employee commitment was chosen to appear in the list of bureaucratic objectives to claim for the pay plans, that's why career commitment was chosen as a dependent variable (Hume, 1995). Furthermore, institute a significant association between intrinsic motivation and career commitment, Ganesan & Weitz (1996) suggesting the relationship between these two variables that their several benefits are imputed to the organization for the association with a challenging and interesting job. In an organization, the consequences of the career commitment arise from the employee's high satisfaction of job within an organization. it is very vigilant to choose a career and also not an easy task for giving up your career or to vacate it but it is an objective to build a strong and steady career in an organization, hence, the career of an employee consistently, pledge, indulge, commitment regarding their occupation for the newcomers (Wang, Tao, Ellenbecker, & Liu, 2012).

#### **Hypothesis Development**

##### **Transformational Leadership and Career Commitment:**

In the appropriate transformational leadership, career commitment enumerates as an important antecedent in the manner of leadership (García-Morales, Lloréns-Montes, & Verdú-Jover, 2008). As stated by transformational leadership theories (B. M Bass, 1985), that within the organization employees build up the strong relationship with career commitment establishing transformational leadership. As visionary leadership or inspirational leadership (Vera & Crossan, 2004) and charismatic leadership (Dinh et al., 2014; Oh et al., 2011; Vera & Crossan, 2004), transformational leadership is recognized to be identical in many facet which are defined from specific traditions in other kinds of leadership. By practically implying transformational leadership in an organization, the practice gives the perception of the employee to the work approaching and encouraging individual behavior

compatible with the value of the leader. The leader transmits employees, set of value which guide and motivation through the vision of communicating processes. By the frequent statement, the transformational leader promotes the future image of the organization and relate the subordinate vision although previous literature examined that there is no relation between transformational leadership and career commitment but further research shows that there is a relationship between them which provides a basis to connect them (Hater & Bass, 1988). Transformational leaders can also strengthen organizational synergy with the surroundings (Conger & Kanungo, 1988; Devanna & Tichy, 1986; Sashkin, 1988). In identical research it has been stated that the leader's key quality is the aptitude to generate and share the perception exhibited by the support of managers (Coulson-Thomas & Coe, 1991). There is extensive belief among working managers that a company have a greatest competitive advantage with the vision of future (Coulson-Thomas & Coe, 1991; Hamel & Prahalad, 1996).

##### ***H1: Transformational leadership positively influenced with career commitment.***

##### **Transformational Leadership and Intrinsic Motivation:**

Transformational leadership is linked to autonomous motivation as stated by the previous research. In an organization importance of exposure of the intrinsic motivation of employees' is might be due to the acceptance of transformational leadership as suggested by (M. B. Bass & Riggio, 2006). According to Shamir, House, & Arthur (1993), role modeling intends the process by which believer sort their behavior, beliefs, and feelings. With this way employee develops the transformational leader and motivational behavior in them. Intrest and enjoyment of the employees is based on the effort of intrinsic motivation (Deci et al., 1989). Employees naturally give effort in their work due to intrinsic motivation, this effort is based on their personal involvement and enjoyment and thus they work with willingness, self-sufficient and autonomous (Kehr, 2004).

Rather than extrinsic motivation, transformational leadership is chiefly based on intrinsic motivation (Bernard M. Bass, 1990; Bono & Judge, 2004). Transformational leaders show their employee's different ways to achieve their targeted goals and reveal trusting relationship with them (Bernard M. Bass, 1990), when they feel care about their employee's needs and feelings, to facilitate their developmental skills, at the task of their employee's they are likely to enhance the employee's interest. After that intrinsic motivation of employee depicts, the task outcomes of employee's increases by the increase of the perception are coherent with its own values and interest. In





order that it can also be narrated that intrinsic motivation and transformational leadership are expected to interlink positively (Shin & Zhou, 2003). Motivated to continue work with proper health care work (Kark & Van Dijk, 2007; Rafferty & Griffin, 2004) and positive effect on intrinsic motivation provides the help out the organization to reach its goal and promote affective organizational commitment. Therefore, peoples who feel connection with transformational leadership takes organizational support, have independence and have a sense of duty towards their targets and activities that in return improve intrinsic motivation and workers motivation to carry on work.

**H2: Transformational leadership positively influenced with intrinsic motivation.**

**Intrinsic Motivation and Career Commitment:**

Literature has recognized the constructive link flanked by career commitment and intrinsic motivation (Eisenberger & Shanock, 2003). Therefore, according to the employees organization framework, intrinsic motivation could provide to assist them to dedicate concentration to career commitment connected tasks (Coelho, Augusto, & Lages, 2011). Career commitment enhanced because organizational employees became more excited about the issue of organization (Gu, He, & Liu, 2015). Career commitment of an employee as discovered by the scholars, shows that an individual think herself or himself endure that he or she have the capability to fulfill the targets or to achieve the goals, and intrinsic motivation, which shows that what a person done or is similar to or find objectionable in doing activity, these are the key cognitive mechanisms motivating career commitment (Gong, Huang, & Farh, 2009).

Intrinsic motivation is delineated as like motivation which engages the employees in their works, for the reason that is attractive and peaceful for personal reason whereas career commitment is distinct a point that involved in career is essential to one for life and upcoming time (de Jong, 1999). Career commitment positively interlinked with intrinsic and extrinsic motivation. On the other hand, both intrinsic motivation and extrinsic motivation are the good predictors because career commitment is crucially forecast for females and for smaller experienced literary translators by intrinsic motivation while for males it is extensive translators of experienced literary (de Jong, 1999).

For the career continue, career commitment clears and offered the criterion of variables (de Jong, 1999). The framework of work commitment is replicated by career commitment that attract the workers towards their career with the powerful self devotion towards career commitment and superior point of

career potential might be provide positive reserves in their profession (Aryee & Tan, 1992). As like, for the expected progression employees' must be eager to commit the higher level of efforts to achieve the desired goals for an organization (Gu et al., 2015).

**H3: Intrinsic motivation positively influenced with career commitment.**

**Intrinsic Motivation as a Mediator:**

It may be expected in the era of intrinsic motivation that career commitment and intrinsic motivation mediate the relationship with each other. Meanwhile, organizational employees feel that they have less autonomy when their supervisors allocate them ambition and also issue them directions and command (Eisenberger & Shanock, 2003). Under these circumstances, worker's think that they would more likely to focus on the concern of their directors, relatively focused on their own interest to find out latest and improved ways to perform the organizational tasks. For the exploration of some new pathways, it is stated that those employees who are motivated less intrinsically would also not as much of likely to spend their time, enthusiasm and resources (Gu et al., 2015).

In the relationship among the transformational leadership variable and the variable of career commitment, intrinsic motivation constitutes the readiness psychology ('will'), may play the role as the other important mediator. Intrinsic motivation is basically riveting or taking interest in the job and also busy in the task for their own interest (Utman, 1997). Factors reacting to the different external environment with individual's motivation is self-regulated as stated in the manner of social cognitive theory. Intrinsic motivation construct 'the difference between what an individual can do and what an individual will do' (Amabile, 1998).

**H4: Intrinsic motivation mediates the relationship between transformational leadership and career commitment commitment.**

**Age as a moderator:**

We consider to check the age as an important topic for an organization, but we are not aware of other studies that have examined the effect of age as a moderation in between transformational leadership with intrinsic motivation and then intrinsic motivation with career commitment as an outcome. Nevertheless, there is a justification to believe that age might be moderated the relationship between transformational leadership to intrinsic motivation or intrinsic motivation to transformational leadership, as research suggests that people should focus on various kinds of motivations throughout their mature lifetime.



In order to inform job design, incentive systems, rewards (von Bonsdorff, 2011), and training (Bertolino, Truxillo, & Fraccaroli, 2011; Gegenfurtner & Vauras, 2012), it is essential to understand what motivates the workers of different ages (James, McKechnie, & Swanberg, 2011; Nakai, Chang, Snell, & Fluckinger, 2011). This study depicts, that how age is connected to the reporting of intrinsic and extrinsic motivation, which shows and hypothesized that by the job of intrinsic factor younger employees are less motivated than the older employees, and with the extrinsic factor of the job younger employees are more motivated than the older ones (Catania & Randall, 2013).

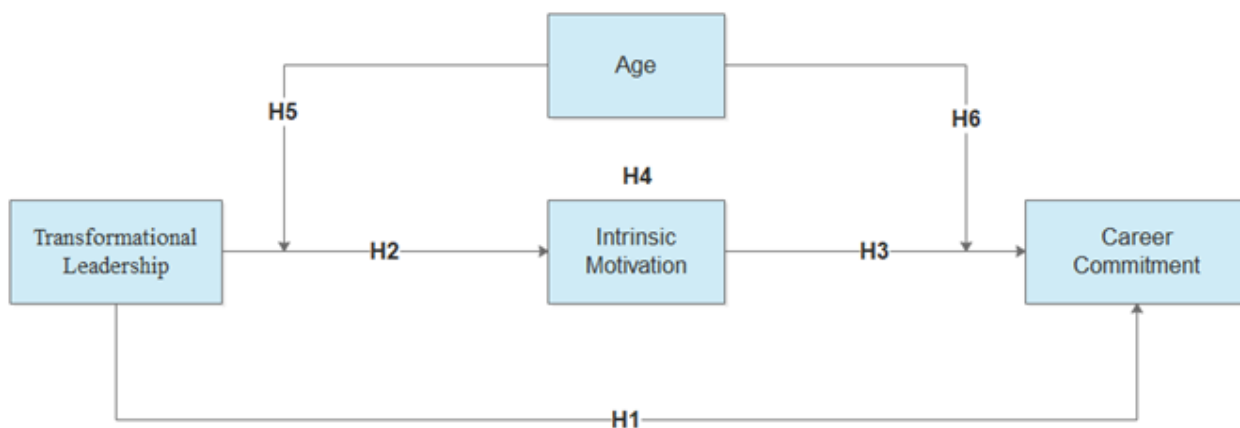
By the decade over the age of 70 years, it had been stated that transformational leadership average has been less but it is also considered that these TL metrics rise steadily with the experience of the management their age and experiences. With

the offering of different kind of theories, it is also stated in other professions that there is drop in the average at the age of retirement or the above of age of retirement in TL metrics than age. Interaction effectiveness reduced by increasing the difference between the ages of leaders and the followers. while from the data it is not possible that there is any difference between the age of leader and follower about metrics. According to the transformational leadership behavior elements, leaders who are near to their retirement are less motivated to make any changes to themselves (Herman, Gish, Rosenblum, & Herman, 2017).

**H5: Age moderate the relationship between transformational leadership and intrinsic motivation.**

**H6: Age moderate the relationship between intrinsic motivation and career commitment.**

- **Theoretical framework**  
**Figure**  
**Hypothesized Model**



#### Methodology:

#### Participants and Sample:

In this research the survey of cross-sectional data was used to obtain the perception of the respondent. As required for conducting research, the ethical conducts were followed, including truthfulness and faithfulness. We used the convenience sampling approach in this paper. With the approval of the respected supervisor, participants were asked for approval to manage the questionnaire. The questionnaire clearly described the research aim, the career commitment of an employee & leadership style of participation, the anonymity of the data and the explanation of the findings. Thus, returning the questionnaires with completely filling them appropriately.

Participants filled the questionnaires without receiving any reward. The data were collected by a single person. Data collection is conducted through questionnaires. The questionnaire took, on average, ten minutes to complete and was collected immediately. All the questionnaires were filled, with the permission of their supervisor, before or after their working hours and were returned immediately.

#### Procedure and Data Collection

We surveyed employees and their immediate supervisors in different industrial, banking, manufacturing and other sectors located in Lahore. With the help of employee questionnaire, we collected the data on consequence of career commitment, the antecedent of transformational leadership and mediator of



intrinsic motivation with age as a moderator. Among the employees, 360 employees were targeted for the survey. We distributed 200 questionnaires among the employees of different banking sectors located in different areas of Lahore, 60 among the employees of Oppo cell phone head office at DHA and 100 among different manufacturing companies in Lahore. Among all of them 58 respondents from Meezan bank different branches, 55 from Allied bank, 35 from Bank al Habib and 50 respondents from Oppo head office, 20 respondents from Sayyed engineers limited and 27 from the Punjab education foundation and all the respondents returned the questionnaires by using the envelopes of postage-paid. Mean age of participants was 30. All the data were collected during work hours after doing request of senior management.

**Measures and Data Processing for Fitness of Data**

All the adopted scales had been tested in developed countries. As there exists a number of cultural and psychological differences with our targeted population, we opted to check model fitness of the measures. Hence a Confirmatory Factor Analysis (CFA) was carried out by using AMOS (version 21) to check for model fitness in table 5. All the variables were measured by participant responses to questions on a five-point Likert-type scale ranging from “strongly disagree” to “strongly agree”. About our study variables, Career Commitment is a unidimensional measure as tested and confirmed by (G. Blau,

1989), but the CFA showed poor fit with RMSEA = 0.213; however CMIN/DF= 1.277; were still in acceptable range. We moved on back to EFA to check for any possible issue. The EFA showed 2 factors with item 1, 3 and 7 appearing in one factor while 2, 4, 5 and 6 appeared in the second factor. We named these variables as Loyalty and personal dissatisfaction. Retesting the CFA showed better fit with results. Intrinsic motivation is also a unifactor model tested and confirmed by (Zhang & Bartol, 2010) also their EFA results showed one factor. But CFA showed the poor results and didn’t fit with CMIN/DF value less than 1. No changes could be made in the scale to improve results. Transformational leadership is also a unidimension factor developed by (Carless et al., 2000), the CFA results of originally developed scale showed RMSEA = 0.109; CMIN/DF = 3.898 showing bit poor fitness. We moved back to EFA which showed two dimensions of transformational leadership, but the model did not fit with RMSEA = 0 ; CMIN/DF being less than 1. It showed two dimensional factors because of the item 6 but when we deleted item 6 in the paper, it became one dimensional and their results improved with RMSEA = 0.091; CMIN/DF = 3.005, which also showed good fit and had a significantly better fit than the one-factor model (one factor loading on all items). The results are shown in the tables below.

**Table 5: Results of confirmatory factor analysis:**

| Career Commitment:           |        |    |         |  |  |       |       |       |
|------------------------------|--------|----|---------|--|--|-------|-------|-------|
| Factor                       | CMIN   | DF | CMIN/DF | CFI  | RMSEA                                  | GFI   | TLI   | RMR   |
| Threshold values             |        |    | (1-5)   | >.95; >.90 traditional; >.80 sometimes permissible | <.05 good; .05-.01 moderate; > .10 bad | >.95  |       |       |
| 1                            | 8.939  | 7  | 1.277   | 0.995  | 0.213                                  | 0.990 | 0.985 | 0.027 |
| 2                            | 32.63  | 13 | 2.510   | 0.95   | 0.079                                  | 0.964 | 0.919 | 0.055 |
| Intrinsic Motivation:        |        |    |         |  |  |       |       |       |
| 1                            | 0.129  | 5  | 0.026   | 1  | 0                                      | 1     | 1.057 | 0.002 |
| Transformational Leadership: |        |    |         |  |  |       |       |       |
| 1                            | 54.568 | 14 | 3.898   | 0.912  | 0.109                                  | 0.931 | 0.869 | 0.035 |
| 2                            | 9.415  | 13 | 0.724   | 1  | 0                                      | 0.989 | 1.013 | 0.012 |
| Without item 6               | 24.043 | 8  | 3.005   | 0.959  | 0.091                                  | 0.968 | 0.923 | 0.026 |

CMIN, chi-square value; CFI, comparative fit index; RMSEA, root mean square error of approximation; GFI, goodness of fit index; TLI, Tucker–Lewis index;

**Table 6: Results of Exploratory Factor Analysis**



| Items   | Factor 1  | Factor 2   |
|---|---|--|
| <b>Career Commitment</b>  |   |  |
|   | <b>Loyalty</b><br>(AVE =0.512281; $\sqrt{\text{AVE}}$ = 0.715738) | <b>Personal Dissatisfaction</b><br>(AVE =0.699143 ; $\sqrt{\text{AVE}}$ =0.836148) |
| I could go into a different industry other than current industry, which paid the same I would probably do so. |   | .878   |
| I definitely want a career for myself in my own industry.   | .686  |  |
| If I could do it all over again; I would not choose to work in my industry.                                   |   | .817   |
| I had all the money I needed without working I would probably still continue to work in my current industry.  | .749  |  |
| I like this vocation (career in my current field) too well to give it up.                                     | .764  |  |
| This is the ideal vocation (career in my current field) for a life's work.                                    | .657  |  |
| I am disappointed that I ever entered my current industry.  |   | .813   |
| <b>Intrinsic Motivation</b> (AVE =1.29892; $\sqrt{\text{AVE}}$ =1.139702)                                     |   |  |
| I enjoy finding solutions to complex problems.  | 1   |  |
| I enjoy creating new procedures for work tasks.   | 1.39  |  |
| I enjoy improving existing processes or products.   | 1.46  |  |
| I enjoy coming up with new ideas for product.   | .97   |  |
| I enjoy engaging in analytical thinking.  | .70   |  |
| <b>Transformational Leadership</b> (AVE =0.98225; $\sqrt{\text{AVE}}$ =0.991085)                              |   |  |
| Communicates a clear and positive vision of the future.   | 1   |  |
| Treats staff as individuals, supports and encourages their development.                                       | 1.07  |  |
| Gives encouragement and recognition to staff.   | .89   |  |
| Fosters trust, involvement and cooperation among team members.  | 1.08  |  |
| Encourages thinking about problems in new ways and questions assumptions.                                     | .90   |  |
| Clear about his/her values and practices what he/she preaches (moral standard).                               | Removed   |  |
| Instills pride and respect in others and inspires me by being highly competent.                               | .99   |  |

With the changes appearing after factor analysis, we moved with the new variables of Loyalty and Personal Dissatisfaction (sub scales of Career Commitment), Intrinsic motivation (no changes) and Transformational Leadership (one item deleted) to further test validity, reliability and hypothesis as given in table 2.

#### Reliability and Validity Analysis

Table 3 shows mean values, standard deviation, cronbach Alpha, correlation and square root of AVE values. The mean value of Loyalty and personal dissatisfaction are (3.755 and 3.331) while their standard deviation values are (.693 and .973). The mean values of intrinsic motivation (IM) and transformational leadership (TL) are (4.14 and 4.071) while

their standard deviation values are (.4954 and .5296). Cronbach's alpha is a measure of the internal consistency of the measure. A score below .70 or  $\alpha > .60$  is an acceptable value in the cronbach alpha while  $\alpha < .60$  suggests that the items within the tool may not be measuring the same underlying construct and .50 shows poor results, in our study result shows the cronbach alpha values of loyalty is 0.68, personal dissatisfaction is 0.79, intrinsic motivation (IM) is 0.71 and transformational leadership (TL) is 0.81.

For convergent validity, every item must fall under its own variable. As all the items do fall under the variable they are supposed to be measuring, hence the convergent validity is achieved. For the discriminant validity, it is stated that the





square root of AVE value should always be higher than the value of its correlation with the other variables. As shown in the table 3, the square root of AVE of Loyalty is 0.715738 while the maximum correlation value was .759 with career commitment. This is a issue as although the values are close but its still higher than the square root of AVE and hence does has discriminant issues. The Square root of AVE of Personal Dissatisfaction is 0.836 greater than the maximum correlation of .777 with career commitment. Similarly, the square root of AVE of intrinsic motivation is 1.1397 with the correlation value of .643 with transformational leadership and the square root of AVE of transformational leadership is 0.9911 with the maximum correlation value of intrinsic motivation .643.

**Results**

Table 3 is for Descriptive statistics and correlation analysis showing the means, standard deviations, and correlations between demographic and key variables. Out of our data of N=245, 174 (71%) are male and 71 (21%) are females. 186

**Table 1. Descriptive statistics, correlations and reliabilities:**

|               | Mean  | SD    | Alp  | 1       | 2       | 3       | 4      | 5       | 6             | 7             | 8      | 9             | 10            |
|---------------|-------|-------|------|---------|---------|---------|--------|---------|---------------|---------------|--------|---------------|---------------|
| 1. Age        | 2.62  | 0.886 |      | 1       |         |         |        |         |               |               |        |               |               |
| 2. Education  | 2.363 | 0.781 |      | .556**  | 1       |         |        |         |               |               |        |               |               |
| 3. Income     | 2.857 | 1.454 |      | .352**  | .320**  | 1       |        |         |               |               |        |               |               |
| 4. Tenure     | 2.159 | 1.161 |      | .417**  | .243**  | .693**  | 1      |         |               |               |        |               |               |
| 5. Experience | 2.396 | 1.285 |      | .413**  | .342**  | .695**  | .823** | 1       |               |               |        |               |               |
| 6. TL         | 4.071 | 0.529 | 0.81 | -.228** | -.204** | -.223** | -0.11  | -.196** | <b>(0.99)</b> |               |        |               |               |
| 7. IM         | 4.149 | 0.495 | 0.71 | -.284** | -.170** | -.234** | -.157* | -.226** | .643**        | <b>(1.13)</b> |        |               |               |
| 8. CC         | 3.594 | 0.635 | 0.68 | -0.056  | -0.068  | -.147*  | -0.08  | -0.115  | .441**        | .396**        | (-)    |               |               |
| 9. Loyalty    | 3.755 | 0.693 | 0.68 | 0.075   | 0.009   | -0.124  | -0.04  | -0.015  | .379**        | .267**        | .759** | <b>(0.71)</b> |               |
| 10. PD        | 3.331 | 0.973 | 0.79 | -.132*  | -0.094  | -0.103  | -0.06  | -.142*  | .295**        | .357**        | .777** | .186**        | <b>(0.83)</b> |

**Note:** N = 245. CC = Career Commitment; IM = Intrinsic Motivation. TI = Transformational Leadership. SD = Standard Deviation, Alp = Cronbach Alpha, PD = Personal Dissatisfaction **a)** Values in parentheses are square root of Average Variance Extracted. **b)** Gender: (1 = male, 2 = female). **c)** Industry (1 = Banking; 2 = Manufacturing; 3 = other sectors). **d)** Age: (Below 18; 18-30; 31-40; 41-50; 51-60; Above 60). **e)** Qualification: (1 = Intermediate; 2=bachelors; 3=Masters; 4= MS/M. Phil; 5=PhD). **f)** Income: (1= Less than 16; 2=16-25; 3=26-40; 4= 41-60; 5=61-90; 6=91-130; 7=131-200; 8=More than 200). **g)** Ten: (less than 1 year; 1-3 year; 3-5 year; 5-10 year; 10-15 year; Above 15 years). **h)** Exp: (less than 1 year; 1-3 year; 3-5 year; 5-10 year; 10-15 year; 15-25 year; Above 25 years)

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis Testing**

**Regression and Mediating Analysis:**

**Table 2: Coefficients for the mediating effects:**



| Hypothesis | Coefficient | SE (β) | t       | P     | LLCI  | ULCI  | Results     |
|------------|-------------|--------|---------|-------|-------|-------|-------------|
| H1         | .5117       | .0918  | 5.5762  | .0000 | .3308 | .6925 | Significant |
| H2         | .6127       | .0516  | 11.8848 | .0000 | .5111 | .7144 | Significant |
| H3         | .2238       | .0951  | 2.3536  | .0195 | .0363 | .4113 | Significant |

For mediation analysis, Preacher Hayes’s Mediation (Hayes, 2013) with Bootstrapping (n=5000) was used in table 2. The direct effect of transformational leadership on career commitment fitted significantly with (coefficient= .5117, P=.0000, LLCI= .3308, ULCI= .6925 supporting H1. Impact of transformational leadership on intrinsic motivation is also significant with (coefficient= .6127 P=.0000, LLCI= .5111, ULCI= .7144) supporting H2. Then regression between the intrinsic motivation and career commitment also shows the results significantly correlated with (coefficient= .2238, P=.0195, LLCI= .0363, ULCI= .4113). The p value in hypothesis 3 is greater than .01 however the LLCI and ULCI values did not contain 0 and thus the hypothesis is considered accepted.

**Mediation Results:**

**Table 3: Mediation results:**

| H4              | Effects | SE (β) | t      | P     | LLCI  | ULCI  | Results     |
|-----------------|---------|--------|--------|-------|-------|-------|-------------|
| Direct Effect   | .5117   | .0918  | 5.5762 | .0000 | .3308 | .6925 | Significant |
| Indirect Effect | .1371   | .0538  |        |       | .0363 | .2473 | Significant |
| Total Effect    | .6488   | .0716  | 9.0556 | .0000 | .5076 | .7900 | Significant |

Bootstrapping = 5000

Mediating results of direct and indirect variables are significant as shown in table 3. The results of the direct effect of transformational leadership on intrinsic motivation with a career commitment shows Effect= .5117, p= .0000, LLCI= .3308, ULCI= .6925 while the indirect effect of H4 shows the results with Effect= .1371, LLCI= .5076, ULCI= .7900. The total effect of the H4 results are also significant and showing that intrinsic motivation mediates the transformational leadership and career commitment shows positive results with Effect= .6488, P= .0000, LLCI= .5076, ULCI= .7900.

**Moderation Results:**

**Table 4: Results of moderation:**

| Hypothesis | Coefficient | SE (β) | t      | p     | LLCI   | ULCI  | Results        |
|------------|-------------|--------|--------|-------|--------|-------|----------------|
| H5         | .0081       | .0821  | .0988  | .9214 | -.1538 | .1701 | In Significant |
| H6         | -.0100      | .0864  | -.1159 | .9078 | -.1802 | .1602 | In Significant |

Table 4 showed the results of Age as moderation between the relationship of transformational leadership and intrinsic motivation and between the relationship of intrinsic motivation and career commitment. When age is moderator among transformational leadership and intrinsic motivation (H5) the results show (coefficient= .0081, p= .9214, ULCI= .1701 and LLCI = -.1538). As the p value is more than 0.05 and there contains 0 between LLCI and ULCI, hence the moderation results are insignificant. Similarly, when age is moderator between intrinsic motivation and career commitment (H6) the results show (coefficient= -.0100, β = .0864, t= -.1159, P= .9078, LLCI= -.1802, ULCI= .1602). As the p value is more than 0.05 and there contains 0 between LLCI and ULCI, hence the moderation results are insignificant.

**Discussion and conclusion:**

The main aim of this paper is to identify the effects of the relationship among transformational leadership and career commitment while intrinsic motivation was tested for being an

important linking mechanism between both variables and studying whether this mechanism changes over the life of employees of organizations. Our study contributes to a more differentiated perspective on the positive effects of



transformational leadership with intrinsic motivation and career commitment. There are chances of risks involved in transformational leadership when intrinsic motivation of an employee' is ignored. Especially for employees with a high intrinsic career motivation, transformational leadership may undermine the internal locus of control and needs for autonomy. Our research suggests that the intrinsic motivation plays a significant role in the career commitment of the employees.

In Lahore, the city of Pakistan the study was conducted. As discussed by Butt, Hou, Soomro, & Acquadro Maran (2017), Pakistan is one of the main area in south asia that is mixture of cultures and the study conducted can potentially be relevant to other parts of south asia that is one of the most populous regions of the world. To check the understandability of the instrument, we demeanored a pilot study with the sample of 30 questionnaires. We distributed 30 questionnaires among the professors of Govt. Postgraduate college for women. Out of those 30 questionnaires, 15 respondents answered the questionnaires. Then after the pilot testing of the questionnaire further, for the survey, we distributed 350 questionnaires among the employees out of which 245 respondents were received back. The correlation results as depicted in Table 1 indicated that all three variables show significant association with each other. Furthermore, transformational leadership seems to increase career commitment in the earlier situate and career commitment is linked to intrinsic motivation which also shown significant results (table 2). However, age as a moderator does not indicate the significant relationship among DV and IV as shown in (table 4), which illustrated that employees' career commitment, intrinsic motivation or transformational leadership is not affected by the age of the employees and hence the relationship is persistent over the life of an employee.

Study reveals the Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) of the variables. The results of our study do not provide definitive confirmation that the intrinsic motivation through career commitment to our hypothesized model, the current series of study is usually consistent by the view that anticipated transformational leadership for career commitment constructs the discomforting discernment of the requirement of intrinsic motivation. As narrated that career commitment is a unidimensional measure as tested and confirmed by (G. Blau, 1989), but our results do not show accurate CMIN/DF value, then we ran EFA analysis on it which showed career commitment as a two dimensional variable factor, so we named those two dimensions as loyalty and personal dissatisfaction as shown in (table 3,4). While the results of intrinsic motivation showed very poor fit. We

checked for having illogical responses in our data. Some responses were removed as their responses deviated for similar questions which seemed to be due to lack of attention. However the model fitness was still poor and we showed the (then) results as it is.

The result of transformational leadership showed two dimensions in EFA, only one item i.e., "(My Leader is) Clear about his/her values and practices what he/she preaches (moral standard)", was falling in the second dimension hence we deleted it to keep the scale unidimensional in line with the literature. For the new sub-variables, convergent and discriminant validity was met except for one variable where highest correlation was little higher than square root of AVE.

#### **Limitations and Future Directions**

As with all research, this study also has its limitations, and its methods can be improved as well. Firstly, the sample size is confined to a specific area, it can be increased by doing research in other areas of Pakistan. Also the cross-sectional design in our research study is considered as the main limitation, and then after that the identity of potential sample in our findings. Because some variables are actions, which shows their impact on the results later. In our data of the study, transformational leadership and intrinsic motivation are those variables which show frequent results while results of career commitment held after some time of the results of intrinsic motivation. The weakness of this method is that it is difficult to explain the causal relationship between variables. One main suggestion for future study research is to use the longitudinal study, gathering data repeatedly over a period of time, which could clarify whether a causal relationship exists because whenever single actions are held, there are possible chances of getting results after the gap of some time. But, unfortunately, due to lack of time and resources, we conduct a cross-sectional study in our research which is our main limitation.

#### **Practical and theoretical Implication:**

Our study suggested that transformational leadership affects a lot in the era of banking and other private or public organizations, the supervisors or managers of the organization should follow the transformational leadership style. With the help of this leadership, employees are intrinsically motivated in their field of work and show more potential and courage regarding their work. Our findings provide empirical evidence which supports the idea in which transformational leaders have the direct collision on the employees' intrinsic motivation in an organization. Career commitment as a consequence, practically it depicts that if employees are committed to their careers, their level of motivation increases and they give more effort to their



work with honesty and devotion. This study also enhances the understanding of the role of intrinsic motivation as a mediator in the correlation between transformational leadership along with career commitment, if the workers in an organization are intrinsically motivated then it is obvious that they are more able to perform better in an organization to achieve their targets, they also must be career and goal oriented (committed in career). Our results also demonstrate that age does not moderate the associations of transformational leadership through intrinsic motivation which means that here is no impact of the age between the relationship with intrinsic motivation of employees' on transformational leadership in an organization. Age as a moderator between intrinsic motivation and career commitment also does not show any impact, which explains that there is also no impact of age with the intrinsic motivation of employees' with their career commitment in an organization. The research of our study also narrated that age of employees' does not matter in an organization because it exhibited that whatever is the age of the employees' the relations of intrinsic motivation with transformational leadership and career commitment still showed the same results.

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