

The Relationship Between Organizational Identification and Transformational Followers Within Academic and Professional Settings



Kelsey JuVette, Alyssa Molbeck, Nick Goffard, Leah Knutson, Kara Koerner, & Brianne Schwarz

Faculty Mentor: Martha Fay, Ph.D. ❖ Department of Communication & Journalism ❖ University of Wisconsin-Eau Claire

Abstract

Although studies suggest that transformational leaders have a profound impact on followers (Dvir, Eden, Avolio & Shamir, 2002), followers who exhibit transformational characteristics and their effect on other followers remain unexplored. The effect that followers have on each other can influence job/school satisfaction, self-efficacy, self-esteem, and organizational identification, as has been shown with transformational leaders and followers (Shamir, House, & Arthur, 1993; Bartram & Casimir, 2006).

Using Transformational Leadership Theory (Bass, 1985; Burns, 1978), this study looks at the relationships between transformational leadership, self-esteem, self-efficacy, and organizational identification. This leadership style is grounded on four components: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration.

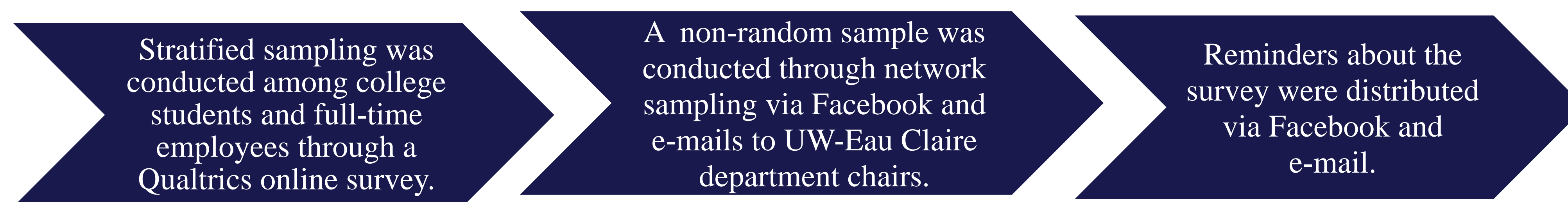
Variables Under Study

Independent Variables: Transformational Leadership, Self-Esteem, and Self-Efficacy

Dependent Variable: Organizational Identification

Methods

Data Collection



Participants

- 154 respondents were full-time students; 80 were full-time employees.
- 87% of respondents were female; 13% of respondents were male.
- 62% of respondents were between 18-25 years old.

Instruments

Multifactor Leadership Questionnaire Form 5X (MFQ) ($\alpha=.90$, $M=143.07$, $SD=19.30$)

Sample Question: "The person I am thinking of provides me assistance in exchange for my efforts."

1-Frequently, if Not Always, 2-Fairly Often, 3-Sometimes, 4-Once in a While, 5-Not at All

General Self-Efficacy Scale (GSE) ($\alpha=.85$, $M=34.12$, $SD=3.60$)

Sample Question: "I can always manage to solve difficult problems if I try hard enough."

1-Not at All True, 2-Hardly True, 3-Moderately True, 4-Exactly True

Organizational Identification Questionnaire (OIQ) ($\alpha=.91$, $M=33.25$, $SD=5.45$)

Sample Question: "I often describe myself to others by saying I work for [organization] or I am from [organization]."

1-Strongly Agree, 2-Agree, 3-Neither Agree Nor Disagree, 4-Disagree, 5-Strongly Agree

Rosenberg's Self-Esteem Scale (RSES) ($\alpha=.88$, $M=41.45$, $SD=6.14$)

Sample Question: "I feel that I am a person of worth, at least on an equal plane with others."

1-Strongly Agree, 2-Agree, 3-Neither Agree Nor Disagree, 4-Disagree, 5-Strongly Disagree

Research Questions & Results

RQ₁: Is a student's or employee's organizational identification associated with a close peer's transformational leadership?

There is a significant positive correlation between both a student's and employee's perception of a close peer's transformational leadership behaviors and that student's or employee's sense of organizational identification ($r=.30$, $p<.001$).

RQ₂: Is a student's or employee's organizational identification associated with a) self-efficacy and/or b) self-esteem?

a) There is a significant positive correlation between both a student's and employee's self-efficacy and that student's or employee's organizational identification ($r=.25$, $p<.01$).

b) There is a significant positive correlation between both a student's and employee's self-esteem and that student's or employee's organizational identification ($r=.38$, $p<.001$).

RQ₃: Does a) self-esteem and/or b) self-efficacy moderate the effect of transformational leadership on organizational identification?

Only self-efficacy was found to moderate the relationship between transformational leadership and organizational identification. See *Table 1*.

R^2 change is significant when the interaction term (transformational leadership x self-efficacy) is added to the predictor and moderating variables, $F(5, 132) = 8.32$, $p < .001$. See *Table 2*.

Implications

- Factors that affect organizational identification are important to understand because organizational identification is associated with job satisfaction, motivation and commitment (Jong & Gutteling, 2006); our results expand the existing knowledge base by introducing new variables that impact the strength of members' organizational identification.
- Encouragement of transformational leadership behaviors on all hierarchical levels of an organization should result in the positive benefits of organizational identification.
- Companies and universities can increase organizational identification through the promotion of idea sharing and interaction between peers who display transformational leadership characteristics.
- Self-efficacy plays a significant role in moderating the relationship between interaction with a transformational peer and identification with one's company or university. Future research should further explore the relationship between self-efficacy, transformational leadership, and organizational identification.

References

- Bartram, T., & Casimir, G. (2006). The relationship between leadership and follower in-role performance and satisfaction with the leader. *Leadership & Organizational Development Journal*, 28(1), 4-19. doi: 10.1101/01437730710718218
- Bass, B. M. (1985). Leadership and performance beyond expectations. *Journal of Leadership Studies*, 7, 18-40.
- Burns, J. M. (1978). *Leadership*. Harper and Row.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy Of Management Journal*, 45(4), 735-744. doi:10.2307/3069307
- Shamir, House, R., & Arthur, M. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organizational science*, 4(4), 577-594.

Table 1

Model		Unstandardized Coefficients		t	Sig.
		B			
1	(Constant)	1.355		2.363	.020
	Transleadership	.303		2.518	0.13
	Selfefficacy	.097		.577	.565
	Selfesteem	.341		3.561	.001
2	(Constant)	11.950		2.727	.007
	Transleadership	-2.787		-2.196	.030
	Selfefficacy	-3.577		-2.761	.007
	Selfesteem	.923		1.348	.180
	tixselfEFF	1.060		2.861	.005
	tixselfEST	-.163		-.846	.399

Table 2

Variables	OI β
Step 1	
Transformational Leadership	.21
Self-Efficacy	.05
Self-Esteem	.31
Adjusted R ²	.02*
Step 2	
Transformational Leadership	-2.00
Self-Efficacy	-1.90
Self-Esteem	.83
Transformational Leadership X Self-Esteem	-.79
Transformational Leadership X Self-Efficacy	3.80
Adjusted R ²	8.32