

**The factors effect of transformational and transactional leadership  
and organization commitment on the employee's job satisfaction  
and job performance**

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**Abstract**

**Purpose** – This research is to find out the effect of transformational and transactional leadership and organization commitment on the employee's job satisfaction and job performance.

**Design/methodology/approach** - Data were collected through a questionnaire from 400 employees who work in the organization in the Bangkok. Total has 400 questionnaires was taken back.

**Findings** - Results showed that transformational and transactional leadership has direct relationship with the employee's job satisfaction and job performance, and the organizational commitment also has the positive effect on the employee's job satisfaction and job performance.

**Practical implications** - According to the objective of this study which the effect of transformational and transactional leadership and organization commitment on the employee's job satisfaction and job performance in Bangkok. This gives idea for the leaders to use appropriate policies and innovative managing methods to increases the employee's job satisfaction and job performance by uses of the limited resources.

**Keywords:** transformational leadership, transactional leadership, organizational commitment, job satisfaction, job performance

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## **Introduction**

Nowadays the business world becomes more and more necessarily. Organization as an important role in the business world also constantly changes with the development of the business world. The most valuable and significant factor to run the organizations effectively, smoothly development is human resource (Mosadeghrad, 2003).

A business organization will lose the money when they have a fail human resource which is employee's unmotivated and unsatisfied work force. Leadership is the capacity to impact the employees to achieve organization's goal and organization's vision (Nosheen, Khansa, Javeria, Mehwish, 2011). It is the duty of an individual leader to enhance employees to achieve organization' succeed. Being a leader is one of the most significant roles in an organization (Wei-Chi, Hsien-Wen, Jen-Wei; 2009). Recent the crises of organizational also have emphasized the need for leadership from the decision maker and become more and more critical for getting organizational success (Earle 1996). Thus, all over the organizations in the world are deeply concerned with understanding, seeking and developing leadership.

For the organization in this time, they no longer layoffs in the forms of voluntary resignation to cut costs to brace for the worst, it's to find ways to retain employees to make organization more efficiency and succeed. The past empirical studies indicated that how to retain employees and keep them committed to an organization is one of the most significant issues in management. David, Andrews and Bucklew (2010) also said that for the competitive advantage of the company which is inevitable to have talented and loyal individuals willing retain in the organization. Therefore, until today there are a lot of scholars given it the study of organizational commitment (Allen & Meyer, 1990; Jaussi, 2007).

## **Literature review**

Literature in this study includes transformational and transactional leadership, organization commitment, employee's job satisfaction and job performance.

### **Transformational and transactional leadership**

Burns (1978) explained that transformational leader is encourages employees to put in extra effort and to go beyond what the employees expected. Bass (1985) suggested that transformational leaders raise employees' understanding of the signification of organizational outputs and help transform employees' personal values to be accordance with the group objective or mission of the organization. Bass (1985) explained that transformational leadership has four key components: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Bass (1985) presented that transactional leadership create the basis for relationships between leaders and followers according to specifying expectations, clarifying responsibilities and providing recognition and rewards in order to achieve the expected performance. According to Bass (1985), transactional leadership has two main forms which is contingent reward, management-by-exception (active) and management-by-exception (passive).

Bodla and Nawaz (2010) explained that all dimensions of transformational leadership and employee's job satisfaction have positive correlation, but except for individualized consideration. Tucker et al. (1992) found that all dimensions of transactional leadership contingent reward, management-by-exception (active), management-by-exception (passive) and employee's job satisfaction have a positive relationship, but except for management-by-exception (passive). Nemanich and Keller (2007) concluded that the transformational leadership behaviors had a significantly positive relationship with employee's job performance.

## **Organization commitment**

Organizational commitment refers to an employees to belief the goals and values of the organization, employees willing to remain in the organization and be loyalty to the organization (Hackett et al., 2001). Meyer and Allen (1991) identified three components of commitment: affective, continuance and normative commitment. They describe the three components of commitment as “want to”, “have to” and “ought to”. The variable of the each affective, continuance and normative commitment was come from the three-component model of organization commitment which has work experiences, side-bet, alternatives, socialization and organizational investments.

Meyer & Allen (1997) explained that the in results has the most meaningful contributions and better performance is affective commitment, after is normative commitment, and the followed by continuance commitment. J.H & N. (2010) found that the organizational commitment has the positive impact on the job performance of organizational.

## **Employee’s job satisfaction**

Herzberg (1974) give the theory of job satisfaction is two-factor theory which is “Motivators” and “Hygiene”. Herzberg argues that “work characteristics identified because of satisfaction are totally different from those caused by dissatisfaction.” He recognized two types of factors, one was influence job satisfaction are called “motivators” or also called satisfiers and were intrinsic in nature and related to job itself, the other one was job dissatisfaction were called “hygiene” and were extrinsic in nature and related to job environment (Worrell, 2004). In this theory, the main factor of motivators was included, responsibility achievement, possibility of growth, and the work itself. In this theory, the main factor of motivators was included, responsibility achievement, possibility of growth,

and the work itself. On the other side, the factor of hygiene was included wages, supervision, company policies, interpersonal relations at work, working conditions, working status, factors in personal life, and job security (Tietjen and Myers, 1998)

### Job performance

According to the theory of performance can defined performance was “synonymous with behavior which is something that people actually does and can be observed” (Campbell, McCloy, Oppler & Sager, 1993). Motowidlo & Van Scotter (1994) suggested two dimensions of employee job performance which is task performance and contextual performance. Task performance refers to the organization’s technical core behaviors and activities involved in the job (Motowidlo & Schmit, 1999). Contextual performance is behaviors of employee interpersonal skill knowledge that supports the extended social environment in which the technical core operates.

### Conceptual framework

This conceptual framework (Figure 1) is based on the above literature review and according to the objective of the study.

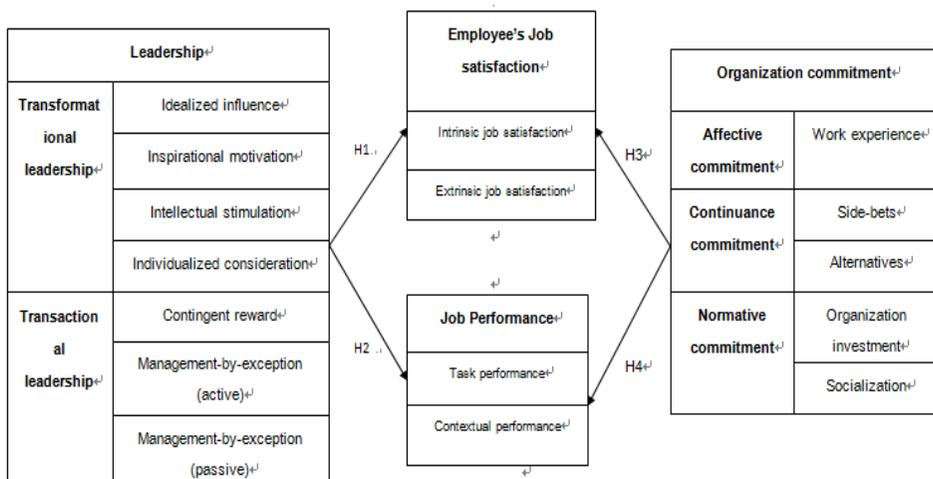


Figure 1 Conceptual framework of the research

## **Methodology**

### Population and sample

The population were distributed by the researchers personally to 400 employees work in the organization in Bangkok, Thailand. Total has 400 questionnaires was taken back.

## **Research Instrument**

The questionnaires were designed to measure independent variables is transformational and transactional leadership and organizational commitment. For the dependent variables is employee's job satisfaction and job performance. The method has used to analyze the data collected in this study is Five point Likert, multiple regression analysis and hypothesis testing. By using multiple regression analysis, the relationship between the independent variables and dependent variables can be analyzed.

Based on the pretest, the Cronbach's Alpha value have to use to measure the reliability of the question. The reliability is the correlation of an item, scale, or instrument which to measures what is supposed to the hypothetical. The score of 0.70 or higher is accepted as reliable construct (Hair et al., 2006). Cronbach's Alpha of this study is ranked from 0.771 to 0.914. It can imply that the data were acceptable.

## **Data analysis**

In statistics, regression analysis is a statistical technique for estimating the quantitative relationship of interdependence between two or more variables. Because has more independent variables in this study, thus used the multiple regression to analysis the relationship between leadership, organizational commitment and employee's job satisfaction and job performance.

## Result

The result of study showed that 400 samples of employees were selected from Bangkok who works in the organization. The result of this study can be summarized that the gender was females with 205 persons (51.3%); age between 25-30 years with 228 persons (57.0%), the most of education was bachelor degree with 257 persons (64.25%), who has income between 15,001-30,000 Baht with 191 persons (47.75%) and length of employees work in the organization with less than 3 years persons (49.5%).

Table 1 Regression analyses between transformational and transaction leadership with employee's job satisfaction

Dependent Variable <sup>๑</sup>	Intrinsic job satisfaction <sup>๑</sup>					Extrinsic job satisfaction <sup>๑</sup>				
	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>
	B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>			B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>		
(Constant) <sup>๑</sup>	1.833 <sup>๑</sup>	.184 <sup>๑</sup>	.๑	10.249 <sup>๑</sup>	.000 <sup>๑</sup>	1.236 <sup>๑</sup>	.226 <sup>๑</sup>	.๑	5.482 <sup>๑</sup>	.000 <sup>๑</sup>
II <sup>๑</sup>	.216 <sup>๑</sup>	.051 <sup>๑</sup>	.234 <sup>๑</sup>	4.234 <sup>๑</sup>	.000 <sup>๑</sup>	.136 <sup>๑</sup>	.063 <sup>๑</sup>	.121 <sup>๑</sup>	2.181 <sup>๑</sup>	.030 <sup>๑</sup>
IM <sup>๑</sup>	.077 <sup>๑</sup>	.060 <sup>๑</sup>	.080 <sup>๑</sup>	1.279 <sup>๑</sup>	.202 <sup>๑</sup>	.191 <sup>๑</sup>	.074 <sup>๑</sup>	.161 <sup>๑</sup>	2.576 <sup>๑</sup>	.010 <sup>๑</sup>
IS <sup>๑</sup>	.141 <sup>๑</sup>	.063 <sup>๑</sup>	.148 <sup>๑</sup>	2.251 <sup>๑</sup>	.025 <sup>๑</sup>	.072 <sup>๑</sup>	.077 <sup>๑</sup>	.062 <sup>๑</sup>	.940 <sup>๑</sup>	.348 <sup>๑</sup>
IC <sup>๑</sup>	.097 <sup>๑</sup>	.051 <sup>๑</sup>	.117 <sup>๑</sup>	1.911 <sup>๑</sup>	.057 <sup>๑</sup>	.227 <sup>๑</sup>	.062 <sup>๑</sup>	.223 <sup>๑</sup>	3.629 <sup>๑</sup>	.000 <sup>๑</sup>
R=.476 R <sup>2</sup> =.226 S.E.E=.568 F=28.901 SIG=.000 <sup>๑</sup>					R=.469 R <sup>2</sup> =.220 S.E.E=.697 F=27.886 SIG=.000 <sup>๑</sup>					
(Constant) <sup>๑</sup>	2.205 <sup>๑</sup>	.190 <sup>๑</sup>	.๑	11.600 <sup>๑</sup>	.000 <sup>๑</sup>	.976 <sup>๑</sup>	.217 <sup>๑</sup>	.๑	4.490 <sup>๑</sup>	.000 <sup>๑</sup>
CR <sup>๑</sup>	.270 <sup>๑</sup>	.048 <sup>๑</sup>	.305 <sup>๑</sup>	5.886 <sup>๑</sup>	.000 <sup>๑</sup>	.429 <sup>๑</sup>	.052 <sup>๑</sup>	.396 <sup>๑</sup>	8.171 <sup>๑</sup>	.000 <sup>๑</sup>
MBEA <sup>๑</sup>	.163 <sup>๑</sup>	.048 <sup>๑</sup>	.173 <sup>๑</sup>	3.394 <sup>๑</sup>	.001 <sup>๑</sup>	.140 <sup>๑</sup>	.055 <sup>๑</sup>	.122 <sup>๑</sup>	2.545 <sup>๑</sup>	.011 <sup>๑</sup>
MBEP <sup>๑</sup>	.028 <sup>๑</sup>	.038 <sup>๑</sup>	.035 <sup>๑</sup>	.737 <sup>๑</sup>	.461 <sup>๑</sup>	.164 <sup>๑</sup>	.043 <sup>๑</sup>	.167 <sup>๑</sup>	3.789 <sup>๑</sup>	.000 <sup>๑</sup>
R=.423 R <sup>2</sup> =.179 S.E.E=.585 F=28.788 Sig=.000 <sup>๑</sup>					R=.531 R <sup>2</sup> =.282 S.E.E=.668 F=51.868 Sig=.000 <sup>๑</sup>					

From table 1 showed, independent variable is idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC). Independent variable has relationship with the dependent variable which intrinsic job satisfaction at 22.6% ( $R^2=.226$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 22.0% ( $R^2=.220$ ). Based on the sig of the each variable can get the idealized influence and intellectual stimulation has effect on the intrinsic job satisfaction and the inspirational motivation and individualized consideration has no effect on the intrinsic job satisfaction. Idealized influence, inspirational motivation and individualized consideration has effect on the extrinsic job satisfaction and the intellectual stimulation has no effect on the extrinsic job satisfaction.

Thus, the reasonable linear regression equation for transformational leadership on the intrinsic job satisfaction =  $1.883 + 0.216$  idealized influence +  $0.077$  inspirational motivation +  $0.141$  intellectual stimulation +  $0.097$  individualized consideration. The reasonable linear regression equation for transformational leadership on the extrinsic job satisfaction =  $1.236 + 0.136$  idealized influence +  $0.191$  inspirational motivation +  $0.072$  intellectual stimulation +  $0.227$  individualized consideration

As the table 1 showed, independent variable is contingent reward (CR), management-by-exception (active) (MBEA) and management-by-exception (passive) (MBEP). Independent variable has relationship with the dependent variable at 22.0% ( $R^2=.220$ ). Independent variable has relationship with the dependent variable which intrinsic job satisfaction at 17.9% ( $R^2=.179$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 28.2% ( $R^2=.282$ ). Based on the sig of the each variable can get the contingent reward and management-by-exception (active) has effect on the intrinsic job satisfaction, management-by-exception (passive) has not effect on the intrinsic job satisfaction.

Contingent reward, management-by-exception (active) and management-by-exception (passive) has effect on the extrinsic job satisfaction.

Thus, the reasonable linear regression equation for transaction leadership on the intrinsic job satisfaction =  $2.205 + 0.270$  contingent reward +  $0.163$  management-by-exception (active) +  $0.028$  management-by-exception (passive). The reasonable linear regression equation for transactional leadership on the extrinsic job satisfaction =  $0.976 + 0.429$  contingent reward +  $0.140$  management-by-exception (active) +  $0.164$  management-by-exception (passive).

Table 2 Regression analyses between transformational and transaction leadership with job performance.

Dependent Variable <sup>๑</sup>	Task performance <sup>๑</sup>					Contextual performance <sup>๑</sup>				
	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>
	B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>			B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>		
(Constant) <sup>๑</sup>	2.091 <sup>๑</sup>	.185 <sup>๑</sup>		11.284 <sup>๑</sup>	.000 <sup>๑</sup>	1.633 <sup>๑</sup>	.190 <sup>๑</sup>		8.590 <sup>๑</sup>	.000 <sup>๑</sup>
II <sup>๑</sup>	.162 <sup>๑</sup>	.051 <sup>๑</sup>	.180 <sup>๑</sup>	3.153 <sup>๑</sup>	.002 <sup>๑</sup>	.116 <sup>๑</sup>	.053 <sup>๑</sup>	.118 <sup>๑</sup>	2.198 <sup>๑</sup>	.029 <sup>๑</sup>
IM <sup>๑</sup>	.049 <sup>๑</sup>	.061 <sup>๑</sup>	.051 <sup>๑</sup>	.797 <sup>๑</sup>	.426 <sup>๑</sup>	.183 <sup>๑</sup>	.062 <sup>๑</sup>	.178 <sup>๑</sup>	2.832 <sup>๑</sup>	.004 <sup>๑</sup>
IS <sup>๑</sup>	.017 <sup>๑</sup>	.063 <sup>๑</sup>	.018 <sup>๑</sup>	.268 <sup>๑</sup>	.789 <sup>๑</sup>	.050 <sup>๑</sup>	.065 <sup>๑</sup>	.049 <sup>๑</sup>	.765 <sup>๑</sup>	.445 <sup>๑</sup>
IC <sup>๑</sup>	.208 <sup>๑</sup>	.051 <sup>๑</sup>	.255 <sup>๑</sup>	4.052 <sup>๑</sup>	.000 <sup>๑</sup>	.240 <sup>๑</sup>	.053 <sup>๑</sup>	.272 <sup>๑</sup>	4.555 <sup>๑</sup>	.000 <sup>๑</sup>
R=.422 R <sup>2</sup> =.178 S.E.E=.572 F=21.402 Sig=.000 <sup>๑</sup>					R=.515 R <sup>2</sup> =.254 S.E.E=.588 F=35.569 Sig=.000 <sup>๑</sup>					
(Constant) <sup>๑</sup>	1.932 <sup>๑</sup>	.190 <sup>๑</sup>		10.534 <sup>๑</sup>	.000 <sup>๑</sup>	.976 <sup>๑</sup>	.217 <sup>๑</sup>		4.490 <sup>๑</sup>	.000 <sup>๑</sup>
CR <sup>๑</sup>	.268 <sup>๑</sup>	.048 <sup>๑</sup>	.309 <sup>๑</sup>	6.041 <sup>๑</sup>	.000 <sup>๑</sup>	.429 <sup>๑</sup>	.052 <sup>๑</sup>	.396 <sup>๑</sup>	8.171 <sup>๑</sup>	.000 <sup>๑</sup>
MBEA <sup>๑</sup>	.168 <sup>๑</sup>	.048 <sup>๑</sup>	.183 <sup>๑</sup>	3.627 <sup>๑</sup>	.000 <sup>๑</sup>	.140 <sup>๑</sup>	.055 <sup>๑</sup>	.122 <sup>๑</sup>	2.545 <sup>๑</sup>	.011 <sup>๑</sup>
MBEP <sup>๑</sup>	.059 <sup>๑</sup>	.038 <sup>๑</sup>	.075 <sup>๑</sup>	1.619 <sup>๑</sup>	.106 <sup>๑</sup>	.164 <sup>๑</sup>	.043 <sup>๑</sup>	.167 <sup>๑</sup>	3.789 <sup>๑</sup>	.000 <sup>๑</sup>
R=.449 R <sup>2</sup> =.201 S.E.E=.564 F=33.248 Sig=.000 <sup>๑</sup>					R=.510 R <sup>2</sup> =.260 S.E.E=.589 F=46.377 Sig=.000 <sup>๑</sup>					

From table 2 showed, independent variable is idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC). Independent variable has relationship with the dependent variable which task performance at 17.8% ( $R^2=.178$ ) and has relationship with the dependent variable which contextual performance at 25.4% ( $R^2=.254$ ). Based on the sig of the each variable can get the idealized influence and individualized consideration has effect on the task performance and the inspirational motivation and intellectual stimulation has no effect on the task performance. Idealized influence, inspirational motivation and individualized consideration has effect on the contextual performance and the intellectual stimulation has no effect on the contextual performance.

Thus, the reasonable linear regression equation for transformational leadership on the task performance =  $2.091 + 0.162$  Idealized influence +  $0.049$  inspirational motivation +  $0.017$  intellectual stimulation +  $0.208$  individualized consideration. The reasonable linear regression equation for transformational leadership on the contextual performance =  $1.633 + 0.116$  idealized influence +  $0.183$  inspirational motivation +  $0.050$  intellectual stimulation +  $0.240$  individualized consideration.

As the table 2 showed, independent variable is contingent reward (CR), management-by-exception (active) (MBEA) and management-by-exception (passive) (MBEP). Independent variable has relationship with the dependent variable which task performance at 20.1% ( $R^2=.201$ ) and has relationship with the dependent variable which contextual performance at 26.0% ( $R^2=.260$ ). Based on the sig of the each variable can get the contingent reward and management-by-exception (active) has effect on the task performance, management-by-exception (passive) has not effect on the extrinsic job satisfaction. Contingent reward,

management-by-exception (active) and management-by-exception (passive) has effect on the contextual performance.

Thus, the reasonable linear regression equation for transaction leadership on the intrinsic job satisfaction =  $2.205 + 0.270$  contingent reward +  $0.163$  management-by-exception (active) +  $0.028$  management-by-exception (passive). The reasonable linear regression equation for transactional leadership (contingent reward, management-by-exception (active), management-by-exception (passive)) on the extrinsic job satisfaction =  $0.976 + 0.429$  contingent reward +  $0.140$  management-by-exception (active) +  $0.164$  management-by-exception (passive).

Table 3 Regression analyses between organizational commitment and employee's job satisfaction

Dependent Variable <sup>๑</sup>	Task performance <sup>๑</sup>					Contextual performance <sup>๑</sup>				
	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>	Unstandardized Coefficients <sup>๑</sup>		Standardized coefficients <sup>๑</sup>	t <sup>๑</sup>	sig <sup>๑</sup>
	B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>			B <sup>๑</sup>	Std. Error <sup>๑</sup>	Beta <sup>๑</sup>		
(Constant) <sup>๑</sup>	2.091 <sup>๑</sup>	.185 <sup>๑</sup>		11.284 <sup>๑</sup>	.000 <sup>๑</sup>	1.633 <sup>๑</sup>	.190 <sup>๑</sup>		8.590 <sup>๑</sup>	.000 <sup>๑</sup>
II <sup>๑</sup>	.162 <sup>๑</sup>	.051 <sup>๑</sup>	.180 <sup>๑</sup>	3.153 <sup>๑</sup>	.002 <sup>๑</sup>	.116 <sup>๑</sup>	.053 <sup>๑</sup>	.118 <sup>๑</sup>	2.198 <sup>๑</sup>	.029 <sup>๑</sup>
IM <sup>๑</sup>	.049 <sup>๑</sup>	.061 <sup>๑</sup>	.051 <sup>๑</sup>	.797 <sup>๑</sup>	.426 <sup>๑</sup>	.183 <sup>๑</sup>	.062 <sup>๑</sup>	.178 <sup>๑</sup>	2.832 <sup>๑</sup>	.004 <sup>๑</sup>
IS <sup>๑</sup>	.017 <sup>๑</sup>	.063 <sup>๑</sup>	.018 <sup>๑</sup>	.268 <sup>๑</sup>	.789 <sup>๑</sup>	.050 <sup>๑</sup>	.065 <sup>๑</sup>	.049 <sup>๑</sup>	.765 <sup>๑</sup>	.445 <sup>๑</sup>
IC <sup>๑</sup>	.208 <sup>๑</sup>	.051 <sup>๑</sup>	.255 <sup>๑</sup>	4.052 <sup>๑</sup>	.000 <sup>๑</sup>	.240 <sup>๑</sup>	.053 <sup>๑</sup>	.272 <sup>๑</sup>	4.555 <sup>๑</sup>	.000 <sup>๑</sup>
R=.422 R <sup>2</sup> =.178 S.E.E=.572 F=21.402 Sig=.000 <sup>๑</sup>					R=.515 R <sup>2</sup> =.254 S.E.E=.588 F=35.569 Sig=.000 <sup>๑</sup>					
(Constant) <sup>๑</sup>	1.932 <sup>๑</sup>	.190 <sup>๑</sup>		10.534 <sup>๑</sup>	.000 <sup>๑</sup>	.976 <sup>๑</sup>	.217 <sup>๑</sup>		4.490 <sup>๑</sup>	.000 <sup>๑</sup>
CR <sup>๑</sup>	.268 <sup>๑</sup>	.048 <sup>๑</sup>	.309 <sup>๑</sup>	6.041 <sup>๑</sup>	.000 <sup>๑</sup>	.429 <sup>๑</sup>	.052 <sup>๑</sup>	.396 <sup>๑</sup>	8.171 <sup>๑</sup>	.000 <sup>๑</sup>
MBEA <sup>๑</sup>	.168 <sup>๑</sup>	.048 <sup>๑</sup>	.183 <sup>๑</sup>	3.627 <sup>๑</sup>	.000 <sup>๑</sup>	.140 <sup>๑</sup>	.055 <sup>๑</sup>	.122 <sup>๑</sup>	2.545 <sup>๑</sup>	.011 <sup>๑</sup>
MBEP <sup>๑</sup>	.059 <sup>๑</sup>	.038 <sup>๑</sup>	.075 <sup>๑</sup>	1.619 <sup>๑</sup>	.106 <sup>๑</sup>	.164 <sup>๑</sup>	.043 <sup>๑</sup>	.167 <sup>๑</sup>	3.789 <sup>๑</sup>	.000 <sup>๑</sup>
R=.449 R <sup>2</sup> =.201 S.E.E=.564 F=33.248 Sig=.000 <sup>๑</sup>					R=.510 R <sup>2</sup> =.260 S.E.E=.589 F=46.377 Sig=.000 <sup>๑</sup>					

From table 3 showed, independent variable is work experience (WE). Independent variable has relationship with the dependent variable which intrinsic job satisfaction at 18.5% ( $R^2=.185$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 12.5% ( $R^2=.125$ ). Based on the sig of the variable can get the work experience has effect on the intrinsic and extrinsic job satisfaction.

Thus, the reasonable linear regression equation for affective commitment on the intrinsic job satisfaction =  $2.129 + 0.453$  work experience. The reasonable linear regression equation for affective commitment on the extrinsic job satisfaction =  $1.787 + 0.454$  work experience

As the table 3 showed, independent variable is side-bet (SB) and alternatives (AL). Independent variable has relationship with the dependent variable which intrinsic job satisfaction at 27.3% ( $R^2=.273$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 31.4% ( $R^2=.314$ ). Based on the sig of the variable can get the side-bet has effect on the intrinsic job satisfaction and alternatives has no effect on the intrinsic job satisfaction. The side-bet and alternatives has effect on the intrinsic and extrinsic job satisfaction.

Thus, the reasonable linear regression equation for continuance commitment on the intrinsic job satisfaction =  $1.997 + 0.475$  side-bet +  $0.017$  alternatives. The reasonable linear regression equation for continuance commitment on the extrinsic job satisfaction =  $0.938 + 0.547$  side-bet +  $0.163$  alternatives.

According to the table 3 showed, independent variable is organization investment (OI) and socialization (SO). Independent variable has relationship with the dependent variable which intrinsic job satisfaction at 31.7% ( $R^2=.317$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 41.8% ( $R^2=.418$ ). Based on the sig of the variable can get the organization investment and socialization effect on the intrinsic and extrinsic job satisfaction.

Thus, the reasonable linear regression equation for normative commitment on the intrinsic job satisfaction =  $1.620 + 0.200$  organization investment +  $0.395$  socialization. The reasonable linear regression equation for normative commitment on the extrinsic job satisfaction =  $0.900 + 0.604$  organization investment +  $0.125$  socialization.

Table 4 Regression analyses between organizational commitment and job performance

Dependent Variable <sub>1</sub>	Task performance <sub>1</sub>					Contextual performance <sub>1</sub>				
	Unstandardized Coefficients <sub>1</sub>		Standardized coefficients <sub>1</sub>	t <sub>1</sub>	sig <sub>1</sub>	Unstandardized Coefficients <sub>1</sub>		Standardized coefficients <sub>1</sub>	t <sub>1</sub>	sig <sub>1</sub>
	B <sub>1</sub>	Std. Error <sub>1</sub>	Beta <sub>1</sub>			B <sub>1</sub>	Std. Error <sub>1</sub>	Beta <sub>1</sub>		
(Constant) <sub>1</sub>	2.050 <sup>+</sup>	.177 <sup>+</sup>		11.614 <sup>+</sup>	.000 <sup>+</sup>	1.875 <sub>1</sub>	.188 <sub>1</sub>		9.949 <sub>1</sub>	.000 <sub>1</sub>
WE <sub>1</sub>	.429 <sup>+</sup>	.047 <sup>+</sup>	.417 <sup>+</sup>	9.141 <sup>+</sup>	.000 <sup>+</sup>	.500 <sub>1</sub>	.050 <sub>1</sub>	.447 <sub>1</sub>	9.967 <sub>1</sub>	.000 <sub>1</sub>
R=.417 R <sup>2</sup> =.171 S.E.E=.572 F=83.566 SIG=.000 <sub>1</sub>					R=.447 R <sup>2</sup> =.200 S.E.E=.611 F=99.346 SIG=.000 <sub>1</sub>					
(Constant) <sub>1</sub>	1.901 <sup>+</sup>	.164 <sup>+</sup>		11.621 <sup>+</sup>	.000 <sup>+</sup>	1.653 <sub>1</sub>	.170 <sub>1</sub>		9.714 <sub>1</sub>	.000 <sub>1</sub>
SB <sub>1</sub>	.368 <sup>+</sup>	.042 <sup>+</sup>	.408 <sup>+</sup>	8.705 <sup>+</sup>	.000 <sup>+</sup>	.491 <sub>1</sub>	.044 <sub>1</sub>	.501 <sub>1</sub>	11.168 <sub>1</sub>	.000 <sub>1</sub>
AL <sub>1</sub>	.121 <sup>+</sup>	.38 <sup>+</sup>	.150 <sup>+</sup>	3.201 <sup>+</sup>	.001 <sup>+</sup>	.083 <sub>1</sub>	.039 <sub>1</sub>	.094 <sub>1</sub>	2.094 <sub>1</sub>	.036 <sub>1</sub>
R=.480 R <sup>2</sup> =.230 S.E.E=.553 F=59.283 Sig=.000 <sub>1</sub>					R=.541 R <sup>2</sup> =.289 S.E.E=.575 F=81.946 Sig=.000 <sub>1</sub>					
(Constant) <sub>1</sub>	1.567 <sup>+</sup>	.162 <sup>+</sup>		9.678 <sup>+</sup>	.000 <sup>+</sup>	1.048 <sub>1</sub>	.155 <sub>1</sub>		6.754 <sub>1</sub>	.000 <sub>1</sub>
OI <sub>1</sub>	.162 <sup>+</sup>	.039 <sup>+</sup>	.197 <sup>+</sup>	4.122 <sup>+</sup>	.000 <sup>+</sup>	.391 <sub>1</sub>	.038 <sub>1</sub>	.439 <sub>1</sub>	10.380 <sub>1</sub>	.000 <sub>1</sub>
SO <sub>1</sub>	.400 <sup>+</sup>	.045 <sup>+</sup>	.424 <sup>+</sup>	8.848 <sup>+</sup>	.000 <sup>+</sup>	.350 <sub>1</sub>	.043 <sub>1</sub>	.342 <sub>1</sub>	8.071 <sub>1</sub>	.000 <sub>1</sub>
R=.546 R <sup>2</sup> =.299 S.E.E=.528 F=84.510 Sig=.000 <sub>1</sub>					R=.673 R <sup>2</sup> =.453 S.E.E=.506 F=16.275 Sig=.000 <sub>1</sub>					

From table 4 showed, independent variable is work experience (WE). Independent variable has relationship with the dependent variable which task performance at 17.1% ( $R^2=.171$ ) and has relationship with the dependent variable

which contextual performance at 20.0% ( $R^2=.200$ ). Based on the sig of the variable can get the work experience has effect on the task and contextual performance.

Thus, the reasonable linear regression equation for affective commitment on the task performance =  $2.050 + 0.429$  work experience. The reasonable linear regression equation for affective commitment on the contextual performance =  $1.875 + 0.500$  work experience.

As the table 4 showed, independent variable is side-bet (SB) and alternatives (AL). independent variable has relationship with the dependent variable which task performance at 23.0% ( $R^2=.230$ ) and has relationship with the dependent variable which contextual performance at 28.9% ( $R^2=.289$ ). Based on the sig of the variable can get the side-bet and alternatives has effect on the task and contextual performance.

Thus, the reasonable linear regression equation for continuance commitment on the task performance =  $1.901 + 0.368$  side-bet +  $0.121$  alternatives. The reasonable linear regression equation for continuance commitment on the contextual performance =  $1.653 + 0.491$  side-bet +  $0.083$  alternatives.

According the table 4 showed, independent variable is organization investment (OI) and socialization (SO). independent variable has relationship with the dependent variable which intrinsic job satisfaction at 19.9% ( $R^2=.299$ ) and has relationship with the dependent variable which extrinsic job satisfaction at 45.3% ( $R^2=.453$ ). Based on the sig of the variable can get the organization investment and socialization effect on the task and contextual performance.

Thus, the reasonable linear regression equation for normative commitment on the task performance =  $1.567 + 0.162$  organization investment +  $0.400$  socialization. The reasonable linear regression equation for normative commitment on the contextual performance =  $1.048 + 0.391$  organization investment +  $0.350$  socialization.

## **Discussion & Implementation**

The objective of this study which the effect of transformational and transactional leadership and organization commitment on the employee's job satisfaction and job performance in Bangkok.

Bodla and Nawaz (2010) explained that all dimensions of transformational leadership and employee's job satisfaction have positive correlation, but except for individualized consideration. It's different with the result of this study, in this study idealized influence and intellectual stimulation has effect on the intrinsic job satisfaction and the inspirational motivation and individualized consideration has no effect on the intrinsic job satisfaction. Idealized influence, inspirational motivation and individualized consideration has effect on the extrinsic job satisfaction and the intellectual stimulation has no effect on the extrinsic job satisfaction. So, the leaders can through increase then idealized influence and intellectual stimulation to make the employees more satisfy at intrinsic, also can thought idealized influence, inspirational motivation and individualized consideration to make the employees more satisfy at extrinsic.

Tucker et al. (1992) found that all dimensions of transactional leadership contingent reward, management-by-exception (active), management-by-exception (passive) and employee's job satisfaction have a positive relationship, but except for management-by-exception (passive). The result of this research also supported that the dimensions of transactional leadership has positively relationship with the employee's job satisfaction. The leaders can through increase then varibal of transaction leadership to to make the employees more satisfy, but without management-by-exception (passive).

Nemanich and Keller (2007) concluded that the transformational leadership behaviors had a significantly positive relationship with employee's job performance.

Piccolo and Colquitt (2006) the authors found transformational leadership and task performance has a significantly positive relationship. The result of this research also supported that transformational and transactional leadership and job performance has positively relationship.

Depend on the literature reviews, Bateman & Strasser (1984) suggest that organizational commitment has influence on job satisfaction which will affect the employee's turnover intention. Meyer & Allen (1997) explained that the in results has the most meaningful contributions and better performance is affective commitment, after is normative commitment, and the followed by continuance commitment. The result of this research also supported that affective commitment which was consist of work experience has positively relationship with the employee's job satisfaction. Continuance commitment which involved side-bets and alternatives has positively relationship with the employee's job satisfaction. Normative commitment which involved organization investment and socialization has positively relationship with the employee's job satisfaction. Summary, increases the organizational commitment can raise the employee's job satisfaction.

Suliman and Lles (2002) revealed that the variable of organizational commitment which affective, continuance and normative commitment has a positive relationship with job performance. The result of this research also supported that affective, continuance and normative commitment also has the relationship with the job performance. It means that if organization wants to get more job performance from employees should to increase organizational commitment for employees.

## **Conclusion**

The future research should enlarge the number of respondents, may be can distinguish respondents were divided into different occupations, and demographic also can included in the scope of the research. The other side also should distinguish

with the kinds of the organization. Because different occupation and demographic of employee, and different kinds of the organization has different problem and thinking in the leadership and organization. For the leadership and organizational commitment scales need more study in terms of their construct validity in the Thai language. The future research may also need to reduce the phenomenon of the differences caused by differences cultural.

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