

MEDIATING ROLE OF EMPLOYEE COMMITMENT IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

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Abstract

Purpose: This study intends to highlight the importance of Employee Commitment as a bridge between Transformational Leadership and Employee Performance in the construction companies.

Methodology: The respondents were selected randomly from the list of construction workers registered with the construction firms in Jordan. The selected respondents were given a self-administered questionnaire to attend at their own convenient time. The studies employed Structural Equation Modelling in IBM-SPSS-AMOS 24.0 to model and estimate the inter-relationships among the constructs in the study.

Result: The results showed transformational leadership has a positive and significant influence on both employee commitment and employee performance. The results also indicated that employee commitment has a positive and significant influence on employee performance. More importantly, the study found that employee commitment partially mediates the relationship between transformational leadership style and employee performance.

Applications: The results of his study highlighted the importance of employee commitment in generating their work performance, especially in the construction industry.

Novelty/Originality: At present, the study on the mediating role of employee commitment in the relationship between transformational leadership style and employee performance is limited, especially in the construction industry where the employee commitment is extremely important to ensure the project can be delivered on schedule.

Keywords: Transformational Leadership Style, Employee Performance, Employee Commitment, Jordan, Construction Companies.

INTRODUCTION

Generally, business is twisting up coherently convincing with quick-change dependably; it is effectively lopsided and astounding. Everything considered the progress part needs to discover and keep up its high ground other than changing into innovative and imaginative (Emeagwal & Ogbonmwan, 2018). Yearly reports and composed exertion explanations underlie one average message displaying that people are seen as the most noteworthy resources, so the key area to the accomplishment and survival of a given partnership is the availability of the right staff at the blessed spot and at the perfect time (Tabouli et al., 2016).

Besides, genuine execution is out and out dependent on the pioneers of the association and the advancement execution of laborers; Leadership unequivocally impacts the angle of laborers towards their occupations. The activity of pioneers in the present affiliations has changed, and the accomplishment of any affiliation relies on the activity styles depleted by the pioneers (Saleem, 2015). Moreover, the pioneer sets a tone that consequences for how the laborers feel about their manager (Allen & Grisaffe, 2001). Also, the authority has changed into a key development of the board to improve the limit of workers; Organizations are focusing on making the match among pioneers and laborers to refresh their execution (Ammad et al., 2018).

Transformational leadership style influence pioneer performance (Aponno et al., 2017; Deinert et al., 2015; Spano-Szekely et al., 2016), additionally, workers with a boss who report that they use the style of transformational leadership will without a doubt watch progressively raised proportions of strong family supervision (Kossek et al., 2018). Correspondingly, the transformational leadership style advances devotee imaginative vitality by refreshing laborer social prominent proof with the pioneer (Qu et al., 2015). The scientist saw that the transformational leadership style adds to yield plentifulness (Choi et al., 2017; Spano-Szekely et al., 2016).

So heads will show up when all is said in done output for another procedure to fabricate the commitment from the employees' side since it would have favorable results for the affiliation, inclusive bring down measurements of turnout, improved occupation execution, and making the association continuously engaged (Fesharaki & Sehat, 2017). In like manner, employee commitment is critical for pioneers or chiefs to keep their laborers prodded and satisfied (Riaz et al., 2017). Meanwhile, executives should propel employee commitment for better store arrange accomplishment and ease the hindrances of stock systems administration the execution of the board (Alfalla-Luque et al., 2015).

Thus, the chiefs sway the degree of employees' commitment (Benggio, 2012). Like this, laborers are continuously committed when upheld by suitable administration style (Benggio, 2012; Clark *et al.*, 2009; Mitchell, 2002; Nyengane, 2007; Riaz *et al.*, 2012). Furthermore, thinks about have in like manner exhibited that the transformational leadership style influences laborers' commitment to hierarchical change (Yu *et al.*, 2002). Thus transformational leadership practices augmentation disciples' organizational commitment through the empowering strategy (Kim & Shin, 2017).

Moreover, applied technology improvement has acknowledged new occupation positions with developing requesting open, and it is always attempting to discover individuals with the correct learning and commitment to these positions. Also, it is determinedly trying to exchange different leveled data between ages. As of late, these parts have impelled the employee commitment for being joined into fundamental dynamic goals and raising the component of fulfillment required to hold workers (Krajcsák, 2016).

The construction industry is seen among the biggest enterprises that work beneficially (Department of Commerce, 2017). What's more, the construction industry is viewed as one of the most indispensable financial divisions being that its sub-parts are distinguished by their various and complex way to deal with monetary and other social changes. Besides, this industry impacts the land advertise action profoundly and adequately, being a key driver in its procedures (Jordan chamber of industry, 2017). Along these lines, the construction industry in Jordan assumes an incredible job in the nation's economic exercises (Jordan chamber of industry, 2018).

Then again, Jordan experiences a genuine disadvantage. The feeble business has solid consequences for the work showcase; which thus relocates; there is duplication in work advertise, as employment searchers with comparable abilities and aptitudes get various points of interest, numerous talented and instructed Jordanians move outside Jordan, leaving generally untalented people in the nation (World Bank Report, 2016). Moreover, the construction industry is one of the parts that are as yet enduring (Report, 2018), which prompted the suspension and shut of numerous works because of the absence of a qualified workforce (World Bank Report, 2016).

So the investigation of the impact of transformational leadership style on employee performance, mediating role with employee commitment on construction companies in Jordan, isn't investigated. Subsequently, this investigation means to make a theoretical contribution by diminishing the gap in the literature as there is no such examination has inspected the transformational leadership style in connection to the performance of the employees, by mediating role with employee commitment.

RESEARCH OBJECTIVES

- 1) To determine the impacts of Transformational Leadership Style on Employee Commitment and Employee Performance at construction companies in Jordan.
- 2) To determine the mediating role of Employee Commitment in the relationship between Transformational Leadership Style and Employee Performance at construction companies in Jordan.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

1. Transformational Leadership Style

Burns (1978) and Bass (1985) made the Transformational Leadership Theory; this theory familiarizes the pioneer's capacity with inciting the laborer to achieve more than what the fan needed to achieve (Krishan, 2005), its movement would be helped by a thought of the task and estimation of the relationship among subordinate and pioneer. It looks for after that preparation needs to, without a doubt use situational and brilliant activities in making transformational chop down estimation pioneers. In contrast, training at the upper estimations would concentrate on overhauling pioneer capacity to sustain subordinates through clear, made correspondence and formal talk making shapes that are dynamically average for mass and generally less unending correspondence outlines (Lowe *et al.*, 1996).

Four kinds of Transformational Leadership Style have been propelled thought (Bass *et al.*, 1987; Ghasabeh *et al.*, 2015; Judge & Piccolo, 2004). They are (1) inspirational motivation, (2) idealized influence, (3) individualized consideration, and (4) intellectual stimulation. Inspirational motivation is portrayed as spotlights on persuading HR, like this setting a bigger measure of needed wants for them (Ghasabeh *et al.*, 2015). Idealized influence described as depicts of a chairman who is a commendable genuine model for subordinates, sets raised desires for direct, and can clarify the vision of the relationship in effect to win the trust of the disciples (Bass *et al.*, 1987). Next, individualized consideration is portrayed as pioneers would empower subordinates, to support them, and utilize reinforcing to empower subordinates to make in their occupations, such pioneers make new learning possibilities and urge laborers to dynamically secure progressively raised measures of potential (Bass *et al.*, 2003). At last, intellectual stimulation is portrayed as what depicts how much individuals test existing suppositions and urge others to put it all out there (Judge & Piccolo, 2004).

2. Employee Commitment

Employee commitment is fundamental since anomalous measures of commitment lead to a couple of incredible results. It reflects how much specialists identify with the affiliation and is committed to its destinations (Beloor *et al.*, 2017). Representatives are progressively devoted when supported by an appropriate authority style (Benggio, 2012; Clark *et al.*,

2009; Nyengane, 2007; Riaz *et al.*, 2012), so directors will when all is said in a done sweep for another procedure to the manufacturer to fabricate the commitment from the employees' side since it would have favorable results for the affiliation, inclusive bring down measurements of turnout, improved occupation execution, and making the association dynamically engaged (Fesharaki & Sehhat, 2017). Meanwhile, the moral authority had extended the element of employee commitment among the staff of the association (Chinwe *et al.*, 2017). What's more, employee commitment is critical for pioneers or chiefs to keep their laborers prodded and satisfied (Riaz *et al.*, 2017). The commitment of a person to the affiliation would be established on the impression of work options outside the affiliation. This happens when laborers start to believe that their capacities are not appealing or that they don't have the stuff required to follow positions in another field. Such specialists would feel fixing to their present affiliation. Laborers who work in conditions where the aptitudes and preparing they are getting amazing industry express can develop such commitment (Allen & Mayer, 1990; Meyer & Allen, 1991).

Three sorts of employee commitment have been advanced (Meyer and Allen, 1991); they are affective commitment, continuance commitment, and normative commitment. Affective commitment is described as imagines the excited arouse for the laborer to perform to definitive destinations and to suit the laborer with her/his objectives. Thusly, the worker who effectively committed, is earnestly associated with the relationship, to the organization, to the people from the get-together he has a spot with (Krajcsák, 2016). Continuance commitment is described as how much an individual encounters an estimation of being confirmed, considering the astonishing expenses of leaving (Jaros *et al.*, 1993). Finally, normative commitment portrayed as presumes a significant interior incredible conviction, which asks the laborer to do everything conceivable to be able to remain with the relationship for the entire arrangement through extending basic fulfillment (Krajcsák, 2016).

Little examinations have broken down the association between transformational leadership and employee commitment (Geijssels *et al.*, 2003; Nyengane, 2007; Teshome, 2013; Tyssen *et al.*, 2014).

Geijssels *et al.* (2003) show that transformational leadership estimations impact school teachers' commitment. When all is said in done, they doubtlessly exhibit the noteworthiness of analyzing the parts of transformational leadership for their various effects on employee commitment and extra effort. Likewise, Howard (2005) referenced that transformational leadership passed on the assessment of employees' commitment. Laborers with a participatory or transformational leader saw an unusual condition of commitment. Both participatory and transformational leaders try to prod laborers and join them in return and essential leadership at whatever point possible.

Besides, Tyssen *et al.* (2014) reveal the transformational leadership practices emphatically impact the followers' commitment. Moreover, directors who are believed to show a transformational leadership style dominantly will, in general, impact employee commitment decidedly (Swid, 2014). Likewise, Nyengane (2007) show that there is a positive association between transformational leadership practices and employee commitment (normative commitment, continuance commitment, and affective commitment). This finding is in concurrence with Silva and Mendis (2017) that exhibits a solid positive association between transformational leadership and employee commitment while Garg and Ramjee (2013) uncover a frail positive, yet the huge association between transformational leadership and employee commitment.

Also, Clark *et al.* (2009) checked the impact of the style of leadership on employee commitment to profit quality at lodgings. The focal repercussions of this assessment are that supervisors who are committed to profit quality and use a connecting with the style of leadership can make a transformational leadership climate that passes on their commitment to quality advantage and backing of their cutting edge laborers.

Furthermore, Riaz *et al.* (2012) demonstrate a noteworthy association between transformational leadership style and employees' affective commitment; they recommended that pioneers need to modify the transformational leadership style to extend the component of the full of employees affective commitment. This view is bolstered by Ashikali and Groeneveld (2015) who exhibited that there is a significant association between transformational leadership style and employees' affective commitment, likewise referenced that the sway is influenced through the transformational administration appeared by observers who can be considered as the implementers of a different assortment of organization and as agents in making extensiveness.

Besides, Bučiūnienė & Škudienė (2008) reveal positive associations between transformational leadership and normative and affective employee commitments. What's more, by using a longitudinal examination by Hill *et al.* (2012), the result exhibits that the transformational leadership style distinctly sways employees' normative commitment to change and employees' affective commitment to change. Besides, Teshome (2013) shows that the transformational leadership style positively affects continuance employee commitments and affective employee commitments.

While Garg and Ramjee (2013) found a powerless positive, yet the noteworthy association transformational leadership style and employee commitment. Everything considered, in perspective on the above explanation, it is hypothesized that,

H1: Transformational Leadership Style has a positive and significant effect on Employee Commitment.

3. Employee Performance

For any relationship to achieve its key targets and battle immovably in the convincing industry area, worker work execution envision a central occupation (Falola *et al.*, 2014), affiliations require the workers of exceedingly skilled, learned with the right route for its smooth working and improvement (Anitha & Kumar, 2016). Pioneers and the style of initiative in affiliations have influenced the farthest point of their relationship to accomplish corporate goals and targets. Hence, every move made by a pioneer invigorates a response in the laborers (Danladi *et al.*, 2014).

Rival (2004), as cited by Giri *et al.* (2015), described employee' performance as "it is the outcome or achievement of a person's in the midst of a particular period in driving commitments as differentiated and the standard of the work, the targets or criteria that have been settled early and have been agreed".

The estimation for the performance of employee construct in this investigation will be subjective execution.

A three-component model (TCM) for employee commitment is fundamental to understand the relationship between employee commitment and the performance of the employee (Meyer & Allen, 1991). The employees can "experience all of the three segments of commitment to fluctuating degrees" and that it is indispensable to consider how the various kinds of commitment may interface to influence lead. That is, the three-component of commitment ought to be considered as parts inside a profile of commitment (Meyer & Allen, 1991).

Also, little assessments have examined the association between employee commitment and employee performance (Beloor *et al.*, 2017; Rahmayanti *et al.*, 2017; Meyer & Maltin, 2010; Restubog *et al.*, 2006). Restubog *et al.* (2006) uncovers that employee affective commitment had differential mediating effects on employee performance (such as civic virtue conduct and work execution). In the meantime, Meyer and Maltin (2010) displayed that employee affective commitment altogether influences the laborer flourishing, while the employee continuance commitment was not basic in imagining specialist prospering, and little is mulled over including the employee normative commitment. What's more, other analysts discovered employee commitment influences employees' performance (Beloor *et al.*, 2017; Rahmayanti *et al.*, 2017), efficiency, truancy, level of consistency, and so on (Beloor *et al.*, 2017). Everything considered, in light of the above explanation, it is theorized that,

H2: Employee Commitment has a significant and direct effect on Employee Performance.

Various assessments have separated the relationship between transformational leadership style and employee performance (Aponno *et al.*, 2017; Hayward, 2005; Khan & Nawaz, 2016; Masa'deh *et al.*, 2016; Saleem, 2015; Nguyen *et al.*, 2016; Vigoda-Gadot, 2007).

Saleem (2015) shown that the transformational leadership style fundamentally impacts work satisfaction. What's more, Masa'deh *et al.* (2016) displayed that transformational leadership essentially influences the performance of the employee, and from that point forward, impact the firm execution. Besides, Khan and Nawaz (2016) and Aponno *et al.* (2017) exhibited that the transformational leadership style essentially influences the activity execution of the laborer. Besides, Nguyen *et al.* (2016) revelations that the transformational leadership style impacts the action on the performance of the employee. Furthermore, the transformational leadership style has a generally backhanded effect on administrative execution among the officials. What's more, Jiang *et al.* (2017) demonstrated that a reasonable employee exhibition is strongly influenced by the transformational leadership style. On the other hand, the researchers referenced that the results help venture chiefs to recall the need to give close thought to transformational leadership style, to create organizational citizenship conduct, and thus to, over the long haul, improve employee's sustainable performance. Everything considered, in perspective on the above explanation, it is hypothesized that,

H3: Transformational Leadership Style has a positive and significant effect on Employee Performance.

What's more, the more profound thought for exploration shape uncovers that the previously referenced variable has convoluted associations with one another, which are intervened by implication during a third variable. Additionally, by alluded back to the writing survey, there are researchers who inspected employee commitment as a mediator (He *et al.*, 2011; Litte & Dean, 2006). For example, He *et al.* (2011) investigated how to profit air upgrades buyer satisfaction in the neighborliness business subject to confirmation from landscape China and present an employee commitment as a middle person to take a gander at the association between organization environment and purchaser satisfaction. Additionally, Litte and Dean (2006) analyzed the association between organization environment and laborers' organization quality limit and introduces a fundamental authority (employee commitment) to examine the association between organization climate and laborers' organization quality capacity among bleeding-edge laborers in a communicate interchanges call center in Australia. Henceforth it could be hypothesized that,

H4: Employee Commitment mediates the relationship between Transformational Leadership Style and Employee Performance.

Thusly, the connections among the constructs in the form can are attracted to a comprehensive conceptual model, for example, the underneath outline:

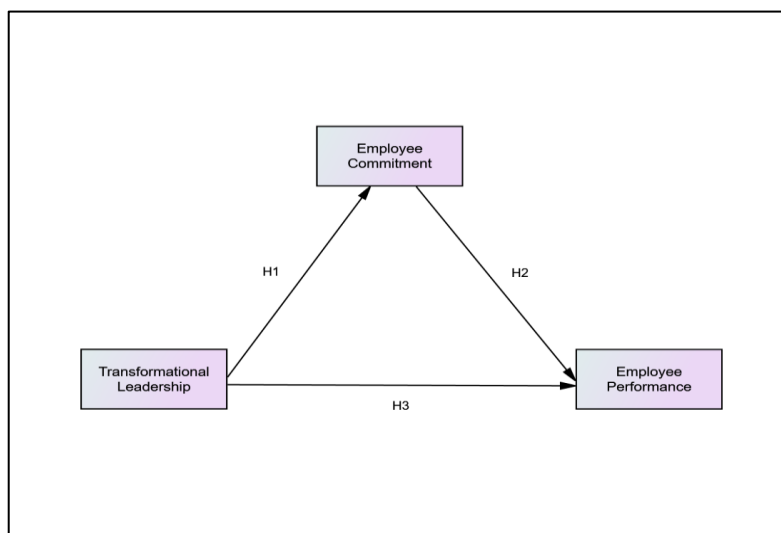


Figure 1: The Framework of the Study

Source: The framework of study developed by the researchers based on literature review

RESEARCH METHODOLOGY

The target population of the study was employees of construction companies in Jordan. The sampling frame consists of registered employees from selected construction companies. This study employed a quantitative approach in estimating the inter-relationship among the constructs, as presented in Figure 1. Precisely, the method employed was Structural Equation Modelling (SEM) in IBM-SPSS-AMOS 24.0.

1. Method of Sampling and Data Collection

The study selected a random sample of 350 respondents from the sampling frame using Simple Random Sampling. This probability sampling method ensures the randomness of the selection and representativeness of the sample towards the target population. Thus, the procedure met the requirement for parametric statistical analysis. The selected respondents were given a self-administered questionnaire to attend at their own convenient time without fear or pressure. Once completed, they put the responses in the sealed envelopes and send them back using the self-addressed and stamped envelopes. The researcher received back a total of 300 completed and usable responses. The return rate was 85.714%.

2. Measurement of Construct

Transformational Leadership construct was measured using items adapted from 1) a multifactor leadership questionnaire [MLQ-5X version; Bass and Avolio (2004)] 2) Nyengane (2007) and 3) Geijssels *et al.* (2003), and its consist of 23 items. The Idealized Influence construct (attributes & behaviors) subscale had eight items. The Individualized Consideration, Intellectual Stimulation, and Inspirational Motivation subscales held all the items (individually six, five, and four items). The employee Commitment items were adapted from Wallace *et al.* (2013), and it consists of 18 items. The Affective Employee Commitment subscale had six items. The Continuance Employee Commitment (had six items) and Normative Employee Commitment subscales (had six items). And the measurement for employee performance construct will be subjective performance and was adapted from Tabouli *et al.* (2016), Raza and *et al.* (2017), López and Tello (2018) and Hee and Jing (2018), and its consist of 15 items.

3. Pretest and Pilot Testing of the Instruments

Since the instruments were adapted from previous researchers and modified to suit the current study, the researcher sent the modified instruments to the respective experts for content validity, face validity and criterion validity assessment (Shkeer & Awang, 2019a; Bahkia *et al.*, 2019; Rahlin *et al.*, 2019a). Once the instruments were received back, the researcher has modified the instruments accordingly based on the comments made by the respective experts. Once completed, the researcher conducted the pilot study where some 120 self-administered questionnaires were sent to the selected respondents for data collection. Using the data from the pilot study, the researcher conducted the Exploratory Factor Analysis (EFA) procedure to explore the usefulness of the items measuring their respective constructs (Shkeer & Awang, 2019a; Bahkia *et al.*, 2019; Rahlin *et al.*, 2019a).

4. Demographic Profile

Respondents were asked to provide their demographic information such as age, educational level, job title, job position, length of years in the organization, years' experience, monthly salary, and employment status.

FINDINGS

1. The Confirmatory Factor Analysis (CFA)

Preceding displaying the structural model and implementing Structural Equation Modelling (SEM), the investigation needs to approve the measurement model of all variables through Confirmatory Factor Analysis (CFA) (Aziz et al., 2016; Yusof et al., 2017; Shkeer & Awang, 2019b; Asnawi et al., 2019; Rahlin et al., 2019b).

The Confirmatory Factor Analysis procedure would assess unidimensionality, validity, and reliability for all constructs. The other assessment is the normality distribution of a dataset. The three validity requirements are Construct Validity, which is evaluated through Fitness Indexes, the Discriminant Validity, which is evaluated through Discriminant Validity Index Summary. Convergent Validity, which is evaluated through Average Variance Extracted. The construct reliability (CR) is evaluated through computing CR value for every construct (Awang et al., 2018; Afthanorhan et al., 2018; 2019; Mohamad et al., 2017, 2018, 2019). The Confirmatory Factor Analysis outputs are presented in Figure 2. The CFA results produced the following fitness indexes: The Fitness Indexes, which indicate Construct Validity is RMSEA = 0.078, CFI = 0.921, and ChiSq/df = 2.925 (Awang, 2015; Yusof et al., 2017; Awang et al., 2018). The AVE values for all constructs are reported in Table 1. All AVE is higher than 0.5, which confirmed the convergent validity for all constructs. The values in Figure 2 demonstrates the factor loading for all items is above 0.60, which showed the unidimensionality of the measures (Asnawi et al., 2019; Rahlin et al., 2019b; Majid et al., 2019). The following stage is to evaluate the discriminant validity of the latent constructs, which was made through the discriminant validity index summary, as appeared in Table 1. Since all diagonal values are higher than any other values in its rows and column, the discriminant validity of all constructs are accomplished (Awang et al., 2015; 2018; Shkeer and Awang, 2019b).

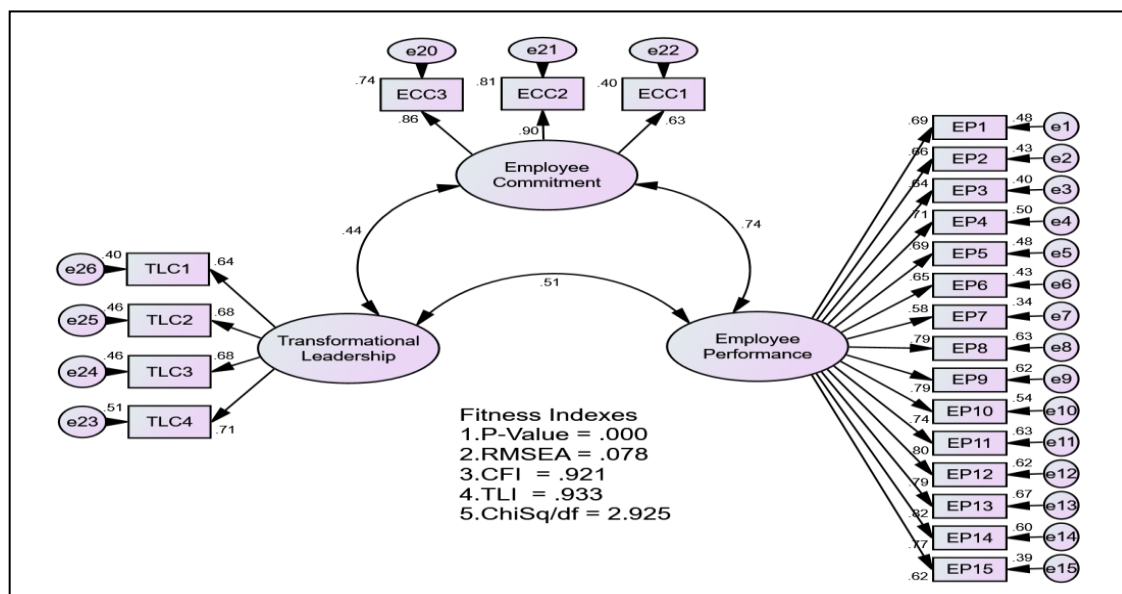


Figure 2: The Confirmatory Factor Analysis (CFA) Results.

Table 1: Discriminant validity Index Summary of all constructs, Construct reliability and Average variance extracted

	Average Variance Extracted (AVE)	Construct Reliability (CR)	Transformational leadership style	Employee commitment	Employee performance
Transformational leadership style	0.621	0.974	0.788		
Employee commitment	0.627	0.679	0.410	0.791	
Employee performance	0.601	0.930	0.500	0.740	0.775

Concerning the composite reliability, the value of CR for all constructs are higher than 0.6, which implied the measurement model for all constructs had accomplished the composite reliability requirement (Hair et al., 2014; Yusof et al., 2017; Awang et al., 2015, 2018; Mahfouz et al., 2019).

The normality distribution of the dataset is assessed using the value of skewness and kurtosis for every item. The outcome demonstrated the skewness for all items fall in the range between -1.351 and 0.401, while the estimations of kurtosis fall in the range between -0.245 and 2.623. These two measures indicated the data does not depart from

normality distribution and hence, meet the assumption for employing parametric statistical analysis (Hair *et al.*, 2014; Awang *et al.*, 2018; Mohamad *et al.*, 2016; 2017; 2018; 2019; Afthanorhan *et al.*, 2018;2019).

2. Structural Equation Modelling (SEM)

Once the constructs accomplished the requirement for unidimensionality, validity, reliability, and normality, the study could develop the structural model and executing the structural equation modeling (SEM) procedure to test the stated hypothesis for this study. The results from the SEM procedure in IBM-SPSS-AMOS are presented in Figure 3.

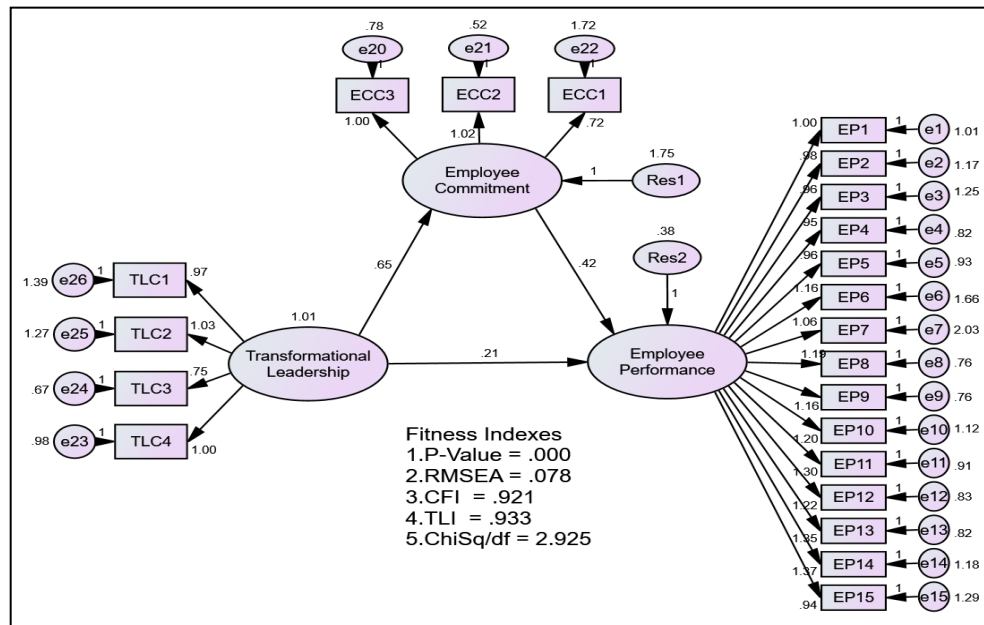


Figure 3: The Regression Path Coefficient among the Constructs in the Model.

3. Data Analysis

Structural Equation Modelling (SEM) strategy was performed utilizing IBM-SPSS-AMOS 24.0. Structural equation modeling has gone with focal points; to begin with, it can assess associations among latent constructs shown by indicator variables. The second point, it can take it can consider correlations among measurement errors. The third point, it can quantify the recursive association between constructs.

RESULT

The content yield came about because of executing structural equation modeling (SEM) strategy is appeared in Table 2. Right off the bat, the direct impact of the transformational leadership style on employee commitment was observed to be positive and significant. In this way, H1 is supported. Besides, the direct impact of employee commitment on employee performance was observed to be positive and significant. Along these lines, H2 is supported. In further, the direct impact of the transformational leadership style on employee performance was observed to be positive and significant. In this way, H3 is also supported.

Table 2: The Regression Path Coefficient and Its Significance

Construct	Path	Construct	Estimate	S.E.	C.R.	P	Result
Employee Commitment	<---	Transformational Leadership	0.645	0.107	6.049	0.001	Significant
Employee Performance	<---	Employee Commitment	0.417	0.045	9.299	0.001	Significant
Employee Performance	<---	Transformational Leadership	0.215	0.057	3.783	0.001	Significant

Since both indirect effects are significant, the study concludes that the mediation effect in the model occurs. The type of mediation is partial mediation since the direct effect is also significant, as shown in Table 2.

The result in Figure 4 indicates that 58% of the employee performance could be estimated by utilizing the constructs in the model, namely transformational leadership style and employee commitment into the model.

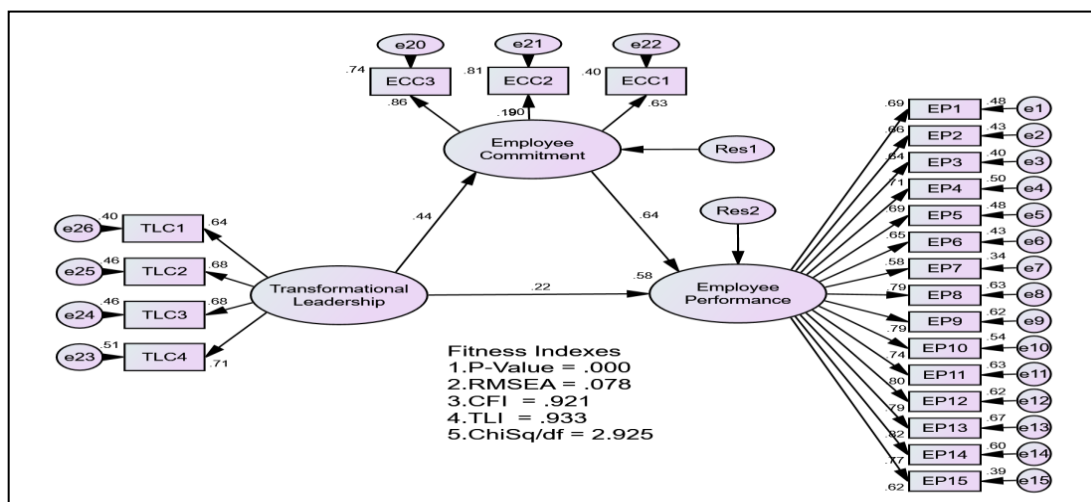


Figure 4: The Standardised Path Coefficients between Constructs in the Model

DISCUSSION

The first hypothesis recommends that the transformational leadership style has a significant and direct impact on employee commitment. The after effects of this examination supported this hypothesis that the transformational leadership style has a significant and direct impact on employee commitment. All the more explicitly, Jordanian construction organizations' workers who saw decidedly and have ideal transformational leadership conduct would, in general, display higher commitment from the worker side. This output was additionally upheld by past examinations in various settings which proposed that transformational leadership style could be one of the variables that can improve employees commitment ([Ashikali & Groeneveld, 2015](#); [Geijssel et al., 2003](#); [Nyengane, 2007](#); [Riaz et al., 2012](#); [Teshome, 2013](#)).

Such as, [Geijssel & et al. \(2003\)](#) uncovers that the transformational leadership style influences both Teachers' Commitment and additional exertion in an example of 772 Dutch instructors and 403 Canadian educators. Besides, [Nyengane \(2007\)](#) exhibits that the transformational leadership style positively affects employees' commitment in a sample of 35 supervisors and 162 subordinates at an electric utility of South Africa. Likewise, [Riaz & et al. \(2012\)](#) affirmed that there is a noteworthy and positive connection between transformational leadership style and employees' affective commitment in a sample of 4 banks and 293 workers of the banks in Islamabad, Pakistan. What's more, [Ashikali and Groeneveld \(2015\)](#) referenced that the transformational leadership style has a positive direct impact on employees' affective commitment for a response from 10,976 workers from the Dutch open area. Additionally, [Silva and Mendis \(2017\)](#) demonstrate a positive association between transformational leadership style and Employee Commitment in an example of 197 members (163 subordinates and 34 directors) at the Parastatal organizations in South Africa.

Besides, [Teshome \(2013\)](#) uncovers that transformational leadership style positively affects employee continuance commitments, and employee affective commitment is an example of 115 members (20 pioneers and 95 scholarly staff) in Private Higher Education Institutions (PHEVs) at Addis Ababa City.

The second hypothesis thinks that employee commitment has a significant and direct impact on employee performance. This result was likewise supported by past examinations in various settings, which hypothesized that employee commitment could be one of the elements that improve employees' performance ([Beloor et al., 2017](#); [Rahmayanti et al., 2017](#)). All the more explicitly, Jordanian construction organizations' workers who saw decidedly and have a higher employee commitment execution would, in general, display the higher employees' performance. Aside from demonstrating the presence of the connection between employee commitment and the performance of the employees, employee commitment was consolidated in this examination since it very well may be utilized as an apparatus to gauge the accomplishment of a business. In this examination, commitment towards representatives was estimated by commitment measurements with numerous things as this method is progressively steady when estimating employee commitment ([Meyer & Allen, 1991](#)). In this way, employee commitment plays a job in affecting the performance of the employees due to workers in this investigation were youthful, and they needed more involvement with work; in this way, this examination discovered employee commitment assumed a job in upgrading their performance have confidence in their association. Among these lines, the outcomes found that workers were committed to their performance at construction organizations in Jordan.

The third hypothesis proposes that transformational leadership has a significant and direct impact on employee performance. The results in this study support the hypothesis that transformational leadership has a significant and direct impact on employee performance among laborers at the construction companies in Jordan as the laborers in this context recommended to their transformational leadership style in their performance. This finding is in line with the result of the previous study ([Aponno et al., 2017](#); [Jiang et al., 2017](#); [Masa'deh et al., 2016](#)). For example, [Aponno & et al. \(2017\)](#)

uncovers that transformational leadership influences the performance of the employees in a sample of 187 workers at the Banks in Ambon City in Indonesia. Similarly, [Jiang & et al. \(2017\)](#) demonstrate that transformational leadership impacts workers' manageable performance in the analyzed data from 389 contractors in the construction industry in China and Shanghai. Moreover, [Masa'deh & et al. \(2016\)](#) mentioned that transformational leadership had influenced the job performance of employees in analyzed data from 179 workers at the higher board of youth in Jordan. Even though earlier research in a sample of 800 raters and 160 leaders in a South African parastatal, which postulated that transformational leadership does not influence employee performance ([Hayward, 2005](#)). This situation perhaps occurred due to the different areas being examined as well as the different target population of the research. In this research, Hypothesis H3 was supported.

The last hypothesis considers the indirect relationship between transformational leadership and employee performance through the mediating role of employee commitment. The discoveries of this examination found that employee commitment mediated the relationship between transformational leadership and employee performance. Specifically, workers from construction organizations in Jordan who have a positive recognition and ideal commitment have a legitimately or in a roundabout way improvement in their presentation. All the more significantly, the discoveries in this examination found that employee commitment went about as a partial mediator between transformational leadership and employee performance. This showed that transformational leadership is equipped for affecting employee performance directly and indirectly through employee commitment.

CONCLUSION

The present examination researched the connection between transformational leadership style and employee performance among workers in the construction companies in Jordan. Results bolstered the hypothesized connection between transformational leadership style and the performance of the employee. What's more, in this investigation, the researchers investigate the mediating impact of employee commitment on the effect of transformational leadership style on the performance of the employee. The investigation distinguished that employee commitment is significantly mediated the relationship between transformational leadership style and the performance of the employee from construction companies' points of view. The outcomes have a few intriguing theoretical and practical ramifications. The first point, transformational leadership style can build up another obligation that would emphatically influence employee commitment. Employee commitment has been recognized as one perspective that can improve the performance of the employee ([Beloor et al., 2017](#); [Rahmayanti et al., 2017](#)). The second point, the outcome has added to the discoveries in writing concerning the mediating role of employee commitment. The third point, the transformational leadership style ought to be connected to improve the performance of the employees and employees' commitment. If the association can't utilize a transformational leadership style, it can't improve its employee commitment. The fourth point, this model was created to demonstrate the relationship between transformational leadership style, employee performance, and employee commitment, particularly among construction organizations workers.

LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

Despite the way that this assessment gives a couple of practical and theoretical ramifications, there are a couple of limitations that would give heavenly risks for future contributions to this significant stream of research. At first, since the examination focus was the construction companies in Jordan, the speculation of the results to various countries is compelled. Future examinations may test the association between the transformational leadership style and the performance of the employee in various countries in a comparable zone. The second point, the cross-sectional structure of the investigation could be another constraint. Additional examination using a longitudinal technique watches out for the association between the transformational leadership style and the performance of the employee through another mediator variable.

The evaluation of a conceptual model identifying with the mediating role of Employee Commitment in the relationship between Transformational Leadership and Employee Performance would bolster directors and pioneers for better comprehension of the contribution of Transformational Leadership on Employee Commitment and further on the Performance of Employees. Moreover, the discoveries gave pragmatic direction to directors in the construction industry. Furthermore, the usefulness of the Transformational Leadership Style and Employee Commitment would be an advantage for the government, as far as work execution and advancement, just as the picture of the government.

CONFLICT OF INTEREST

The authors affirm that there is no irreconcilable situation to proclaim for this publication.

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AUTHORS CONTRIBUTION

Shatha Mahfouz and Habsah Muda wrote the research paper and design the organization of this paper; Zainudin Awang and Ayu Suriawaty Bahkia conducted data collection, statistical analysis, and interpretation of the results. Thus, no conflict of interest among the authors in this particular article.

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