

Transformational Leadership and Employee Attitudes and Behaviours: The Mediating Roles of Procedural Justice and Trust

by

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ABSTRACT

This study was designed to determine the causal linkages between Transformational Leadership (TL), with Procedural Justice (PJ) and Trust as mediators, and specific individual attitudes and behaviours (Organisational Citizenship Behaviour (OCB), Organisational Commitment (OC) and Job Satisfaction (JS)) that lead to positive outcomes in organisations. It also explored the human resource development (HRD) implications for organisations that institute TL. Data from 510 employees of 16 companies incorporated by the Companies Commission of Malaysia (CCM) were analysed using Structural Equation Modeling (SEM). Results indicated that TL directly affects PJ and Trust, PJ directly influences Trust (meaning that PJ is also a mediator of the TL-Trust relationship), and Trust directly affects OCB, OC and JS (implying that Trust is also a mediator of the relationship between PJ and each of the three outcome variables). The results indicate that, in Malaysian organisational contexts, TL would result in positive outcomes – in spite of cultural differences with the West. This study therefore offers solid empirical evidence to demonstrate the structural link between TL (through PJ and Trust) to outcomes, with implications for HRD theory and practice.

Key Words: *transformational leadership, procedural justice, trust, organisational citizenship behaviour, organisational commitment, job satisfaction, HRD theory and practice.*

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