

A Report on  
**Impact of Transformational Leadership on Job Involvement  
and Organizational Commitment**

*Submitted in partial fulfilment of the requirements for the degree of  
Master of Business Administration (MBA)*

By

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SCHOOL OF MANAGEMENT  
NATIONAL INSTITUTE OF TECHNOLOGY-ROURKELA

April, 2015

## **CERTIFICATE**

This is to certify that the Project Work titled, “Impact of Transformational Leadership on Job Involvement and Organizational Commitment” was carried out by Rupa Padhy (Reg No. 313SM1007), student of School of Management, NIT Rourkela under my guidance during January to April,2015.

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## DECLARATION

I hereby declare that the project titled “Impact of Transformational Leadership on Job Involvement and Organizational Commitment” submitted by me in partial fulfillment of the requirement for the award of Master of Business Administration of School of Management, NIT Rourkela, Odisha, is the original work of mine and no part of this report has been submitted earlier to any university or institution for the award of any other Degree, Diploma, Fellowship or any other similar titles and the work has not been published in any Journal, Magazine, Periodical or Newspaper as an article or research paper.

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**Rupa Padhy**

## EXECUTIVE SUMMARY

Managing an organization for effectiveness requires effective leadership. There abound different styles of leadership with attendant different effects. This project studied the effect of transformational leadership styles on organizational commitment and job involvement in the petroleum public sector as a case study. The purpose of the study is to examine the relationship between transformational leadership and organizational commitment and Job Involvement in petroleum sector.

In order to achieve the above objective, employees from various departments are surveyed with the help of questionnaire by following non probability convenient sampling technique. A total of 120 questionnaires were distributed among the employees of ONGC Vadodara; out of which 98 were properly filled and returned. This research was carried out by measuring the data gathered from the five point likert scale. This gives a response rate of 81%. Reliability test and factor analysis comprising principal component analysis have been done based on statistical principle. Bases on the variables loaded most strongly on each factor the items are grouped under three factors. The collected empirical data pertaining to the various responses are decoded and analyzed by using SPSS, version 20.

The major finding shows that Transformational leadership style is the best approach to be used for any organization that creates organisational commitment through improved performance of its employees. Previous researchers have also maintained similar positions on their findings. The entire three hypotheses were accepted. The relation between Transformational leadership and Organisation Commitment is significant ( $\beta=0.451$ ;  $p<.05$ ), and the effect of Job involvement in organisation commitment was positive and significant ( $\beta=0.378$ ;  $p<.05$ ), revealing a full mediation of Job Involvement.

From organizational point of view, this project will help the company in assessing the impact of leadership on organizational commitment and job involvement. It will give them insights from a current research which is up to date, as employee preferences tend to change over time. Therefore, management can take initiatives based on the implications from this study. This study will help the managers in providing an insight of the existing system. Thus the findings can be taken as a reference point by corporate managers for better execution of the process.

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## 1.1 Rational of the study

This research is significant as it seeks to understand the antecedents of transformational leadership. Firstly, the result of the research is important to bring the awareness to the managers in the target organization about the determinant variables in influencing the commitment and involvement level of the employees in their organization. Secondly, it will be useful as the reference or guidance for the others to conduct further studies in related topics and other organizations regards to similar problems. Thirdly, it is believed the research can add more value to the literature on leadership, especially in the petroleum sector setting.

## 1.2 Industry Profile:

### **Introduction:**

India is the fourth-largest consumer of oil and petroleum products in the world. Its energy demand is expected to reach 1,464 million tonnes of oil equivalent (MTOE) by 2035 from 559 MTOE in 2011. The Indian oil and gas industry is expected to be worth US\$ 139,814.7 million by 2015. India's economic growth is closely connected to energy demand. The need for oil and gas is therefore projected to grow further, providing vast opportunities for investment. Moreover, the country's share in global primary energy consumption is expected to increase two-fold by 2035.

Oil consumption is estimated to reach 4 million barrels per day (MBPD) by FY 16, expanding at a compound annual growth rate (CAGR) of 3.2 per cent during FY 08–FY 16. In FY 13, imports accounted for approximately 80 per cent of the country's total oil demand. Also, backed by new oil fields, domestic oil output is anticipated to grow to 1 mbpd by FY 16.

To meet this demand, the Government of India has adopted various policies, such as allowing 100 per cent foreign direct investment (FDI) in many segments of the sector, such as natural gas, petroleum products, pipelines, and refineries. This move along with various others has made the oil and gas sector in India a more viable place to invest. Today, India's oil and gas sector attracts both domestic and foreign investment, as seen by the presence of Reliance Industries Ltd (RIL) and Cairn India in the country.



### Market Size:

During FY 2013–14, the total consumption of petroleum products in India was 158.2 million tonnes (MT). The consumption stood at 14.2 MT in March 2014, according to data released by the Petroleum Planning and Analysis Cell, Ministry of Petroleum and Natural Gas. The share of fuels in the country's exports surged from 5.59 per cent in 2003–04 to 20.05 per cent during 2013–14. Total exports of fuel products stood at US\$ 62.69 billion in value terms during FY 2013–14. The country had total reserves of 1354.76 billion cubic metres of natural gas and 758.27 million metric tonnes of crude oil at the end of FY 2012–13.

### Major Competitor :( Exploration & Production Business)

British Petroleum  
Essar Energy  
OIL  
SHELL

### Shares in crude pipeline network by length

India has a network of 9,537 km of crude pipeline having a capacity of 138.3 MMTPA.

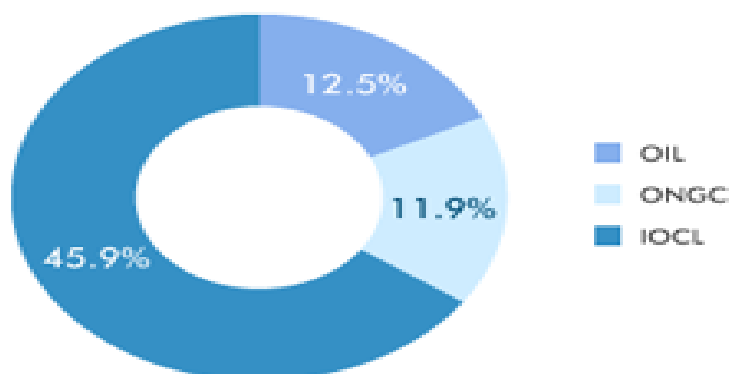


Figure 1: Shares in crude pipeline by companies (Source:www.ibef.org)

### Oil consumption in India

Oil consumption is estimated to expand at a CAGR of 3.4 per cent during FY2008–16 to 4 MBPD by 2016.

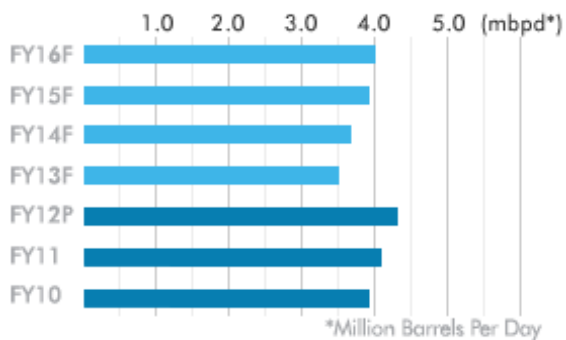


Figure2: Oil consumption India.(Source: [Source:www.ibef.org](http://www.ibef.org))

**Country’s Analysis (world context )Brief Overview:**

India was the fourth-largest consumer of crude oil and petroleum products in the world in 2013, after the United States, China, and Japan. The country depends heavily on imported crude oil, mostly from the Middle East. India’s upstream petroleum liquids industry is still mainly owned by state-owned India held nearly 5.7 billion barrels of proved oil reserves at the beginning of 2014, mostly in the western part of the country.

India is a significant importer of crude oil, as the country’s demand growth continues to outstrip domestic supply growth. The Middle East was the major source of crude oil imports to India, although the Western Hemisphere’s share has risen in recent years. (figure:map)

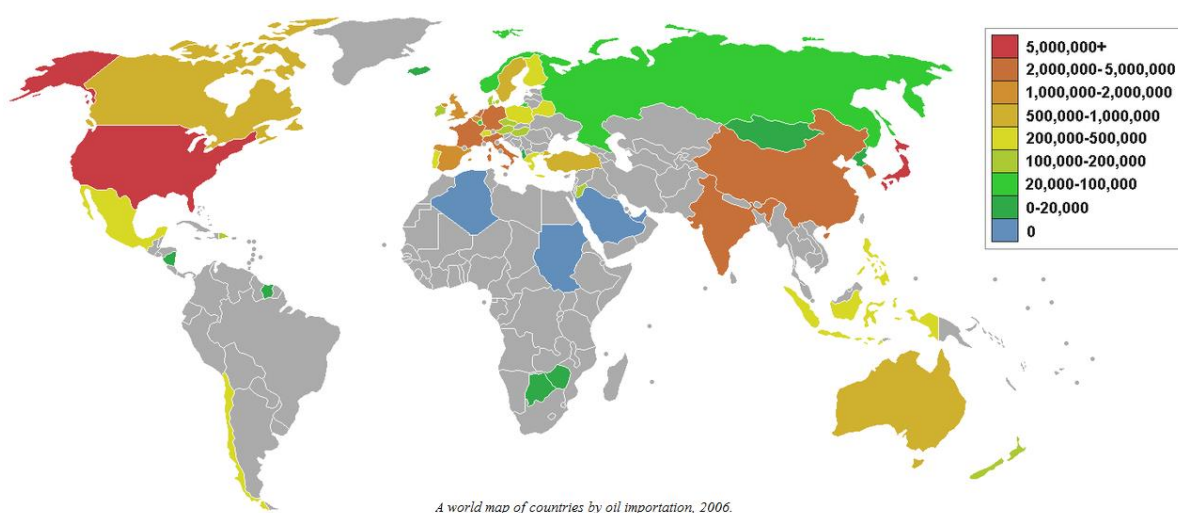


Figure 3:A world map of countries by oil importation, 2006(Source: [www.ibef.org](http://www.ibef.org))

India had 47 trillion cubic feet of natural gas reserves at the beginning of 2014, mostly located offshore. The two largest state-owned oil companies, ONGC and Oil India, dominate the country's upstream gas sector. However, the domestic production has not kept pace with demand in recent years, leading to exploration of deepwater and marginal fields and investment in improving recovery rates of existing fields. In addition, Indian national oil companies are purchasing more upstream stakes in overseas oil fields to increase supply security from imported crude oil.

### **Investments**

The following are some of the major investments and developments in the oil and gas sector. Vietnam has offered two exploration blocks to ONGC Videsh (OVL), in addition to the five it has already offered the company. Oil and Natural Gas Corporation (ONGC) has selected one of the five blocks that were proposed in November, 2013 and will evaluate the two new blocks. Reliance Industries Ltd (RIL) has been awarded two offshore blocks, M17 and 18, in Myanmar's offshore block bidding round of 2013. The blocks in Myanmar's Moattama basin together encompass 27,600 square kilometres and are at depths of up to 3,000 feet.

India and Azerbaijan have proposed to form a joint working group in the field of hydrocarbon. Both countries have agreed to explore opportunities for partnership in renewable energy sector, energy efficiency and several upcoming projects in petro-chemicals, oil and gas, pipelines, etc., in India, Azerbaijan or other third countries in collaboration or joint venture.

Petrotech 2014 was a major success, said Mr M VeerappaMoily, former Union Minister for Petroleum and Natural Gas, during the event's penultimate day. He also announced a major development on the Turkmenistan–Afghanistan–Pakistan–India (TAPI) pipeline project, where the Minister shared that the framework was being readied on a fast-track basis by the four stakeholder nations. The main aim is to bring gas from Turkmenistan to India by 2017.

### **Government Initiatives**

The expert appraisal committee of Ministry of Environment and Forests, Government of India, has given its approval to IOCL's Rs 4,320 crore (US\$ 718.56 million) liquefied natural gas (LNG) terminal project at Ennore, near Chennai. The proposed facility's capacity will be five million tonnes per annum (MTPA). The terminal is expandable to 10–15 MTPA. This is

part of the corporation's Rs 56,000 crore (US\$ 9.31 billion) investment plan during the 12th Five-Year Plan Period (2012–17).

The Cabinet Committee on Investments (CCI) cleared projects worth Rs 7,947 crore (US\$ 1.32 billion) in the sector in December 2013. The projects involve companies such as Chennai Petroleum Corporation Ltd (CPCL), IOCL and HPCL. The Rs 2,379 crore (US\$ 395.72 million) Assam renewal project taken up by ONGC has also been cleared. The panel also gave the go-ahead to a Rs 5,200 crore (US\$ 864.88 million) worth LNG terminal project of Gujarat State Petroleum Corporation Ltd atMundra, as per MrMoily.

**Road Ahead:**

The use of shale gas can be the first step in the road to 'economic freedom', as per MrMoily. The minister feels that the country could do something similar to the US, which became a net exporter of energy from a net importer of energy, on the back of shale gas and oil. By 2015–16, India's demand for gas is expected to touch 124 MTPA, as per projections of India's Petroleum and Natural Gas Ministry.

## 2.1 Introduction

ONGC was set up under the visionary leadership of PanditJawaharLal Nehru. Pandit Nehru reposed faith in Shri KeshavDevMalviya who laid the foundation of ONGC in the form of Oil and Gas division, under Geological Survey of India, in 1955. A few months later, it was converted into an Oil and Natural Gas Directorate. The Directorate was converted into Commission and christened Oil & Natural Gas Commission on 14th August 1956. In 1994, Oil and Natural Gas Commission was converted in to a Corporation, and in 1997 it was recognized as one of the Navratnas by the Government of India. Subsequently, it has been conferred with Maharatna status in the year 2010.

Over 58 years of its existence ONGC has crossed many a milestone to realize the energy dreams of India. The journey of ONGC, over these years, has been a tale of conviction, courage and commitment. ONGCs' superlative efforts have resulted in converting earlier frontier areas into new hydrocarbon provinces. From a modest beginning, ONGC has grown to be one of the largest E&P companies in the world in terms of reserves and production.

## 2.2 The Target Organization

### **ONGC's Vision**

*“To be global leader in integrated energy business through sustainable growth, knowledge excellence and exemplary governance practices.”*

### **ONGC's Mission**

- *Dedicated to excellence by leveraging competitive advantage in R&D and technology with involved people.*
- *Imbibe high standards of business ethics and organizational values.*
- *Abiding commitment to health, safety and environment to enrich quality of community life.*
- *Foster a culture of trust, openness and mutual concern to make working of stimulating & challenging experiences for its people.*
- *Strive for customer delight through quality products and service.*

### **Integrated in energy business**

- *Focus on domestic and international oil & gas exploration and production business opportunities.*
- *Provide value linkages in other sectors of energy business.*
- *Create growth opportunities and maximize shareholder value.*

### **Dominant Indian leadership**

- *Retain dominant position in Indian Petroleum Sector and enhance India's Energy availability.*

### **Global Ranking**

- ONGC is world's no. 3 E&P Company as per prestigious Platts ranking and is 22nd among Platts Top 250 global companies
- Ranked 21st among global Oil and Gas Operations industry in Forbes Global 2000 list of the World's biggest companies for 2014; Ranked 176 in the overall list - based on Sales (US\$ 29.6 billion), Profits (US\$ 4.5 billion), Assets (US\$ 53.8 billion) and Market Value (US\$ 46.4 billion).
- Only Indian energy major in Fortune's Most Admired List 2014 under 'Mining, Crude Oil Production' category (No. 7 worldwide - Up 3 places from previous year)
- Stands at 369 in Fortune Global 500 for year 2013.

### **India's Most Valuable Public Sector Enterprise**

- ONGC won Petrofed Oil & Gas Industry Awards 2011 in three categories - "Exploration & Production: Company of the Year", "Project Management (above Rs. 2000 crore): Company of the Year" and "Innovator of the Year: Team (Won by IOGPT)"
- ONGC bagged Oil Industry Safety Directorate (OISD) awards for "Best Overall Safety Performance of Oil and Gas Onshore Assets" and "Most Consistent Safety Performer Award" (won by Rajahmundry Asset of ONGC) for the year 2011-12. In addition, JV operation at Panna gas field between ONGC, BG and Reliance, operated by BG India won the OISD award for "Best Production Platform – Pvt/JV Companies"
- 'Best Employer' award and 'Voice of Employee' award at the Aon Hewitt Best Employers –India 2013

- Golden Peacock Award for Corporate Social Responsibility for 2013. ONGC's structured approach in delivering tailored CSR projects for communities around its operational areas got it the coveted award.
- Randstad Award-2013 for the Most Attractive Employer in the Energy Sector in India
- Gold Trophy of SCOPE Meritorious Award in the category of Corporate Social Responsibility and Responsiveness for 2011-12
- 'Best Enterprise Award' in the Maharatna and Navratna category at WIPS Award of excellence held on February 11, 2014 at Kolkata. ONGC bagged this award third time in a row.
- ONGC's foreign operations arm OVL bagged the best PSU award in the oil and gas sector at the DainikBhaskar India Pride Awards on December 19, 2013
- Human Resource Management Excellence Award in the Navratna and Maharatna category at the PSE Excellence Awards 2013
- ABP 'Global CSR Excellence and Leadership Awards' 2013 - ONGC was the solitary winner in the category of 'Best CSR Practices in the Areas of Health'.

### **ONGC Represents India's Energy Security through its Pioneering Efforts**

ONGC is the only fully-integrated petroleum company in India, operating along the entire hydrocarbon value chain. It has single-handedly scripted India's hydrocarbon saga. Some key pointers:

- ONGC has discovered 6 out of the 7 producing basins in India:
- It has 7.59 billion tonnes of In-place hydrocarbon reserves. It has to its credit more than 320 discoveries of oil and gas with Ultimate Reserves of 2.69 Billion Metric tonnes (BMT) of Oil Plus Oil Equivalent Gas (O+OEG) from domestic acreages.
- It has cumulatively produced 851 Million Metric Tonnes (MMT) of crude and 532 Billion Cubic Meters (BCM) of Natural Gas, from 111 fields.
- ONGC has won 121 out of a total 235 Blocks (more than 50%) in the 8 rounds of bidding, under the New Exploration Licensing Policy (NELP) of the Indian Government.
- ONGC's wholly-owned subsidiary ONGC Videsh Ltd. (OVL) is the biggest Indian multinational, with 30 Oil & Gas projects (9 of them producing) in 15 countries.

- Produces over 1.24 million barrels of oil equivalent per day, contributing over 64% of India's domestic production. Of this, over 75% of crude oil produced is Light & Sweet.
- The Company holds the largest share of hydrocarbon acreages in India (51% in PEL Areas & 67% in ML Areas).
- ONGC possesses about one tenth of the total Indian refining capacity.
- ONGC has a well-integrated Hydrocarbon Value Chain structure with interests in LNG and product transportation business as well.
- A unique organization in world to have all operative offshore and onshore installations (403) accredited with globally recognized certifications.

### **Competitive Strength**

- All crudes are sweet and most (76%) are light, with sulphur percentage ranging from 0.02-0.10, API gravity range 26°-46° and hence attract a premium in the market.
- Strong intellectual property base, information, knowledge, skills and experience
- Maximum number of Exploration Licenses, including competitive NELP rounds. ONGC has bagged 121 of the 235 Blocks (more than 50%) awarded in the 8 rounds of NELP.
- ONGC owns and operates more than 26,600 kilometers of pipelines in India, including sub-sea pipelines. No other company in India operates even 50 per cent of this route length.

### **Corporate Social Responsibility**

In recognition of its role as a 'responsible leader', ONGC continues its quest to make positive, tangible difference in the lives of the vulnerable and disadvantaged. With a business paradigm that is based on an interconnected vision - of people's welfare, societal growth and environmental conservation, ONGC in 2011-12 continued to cater to the developmental needs across the following focus areas:

- Education including vocational courses;
- Health Care;
- Entrepreneurship (self-help & livelihood generation) schemes;
- Infrastructure support roads, bridges, Schools, hospitals in around our operational areas



- Environment protection, ecological conservation, promotion;
- Protection of heritage sites, UNESCO heritage monuments etc.;
- Promotion of artisans, craftsman, musicians, artists etc. for preservation of heritage, art & culture;
- Women's empowerment, girl child development, gender sensitive projects;
- Water management including ground water recharge;
- Initiatives for physically and mentally challenged;
- Sponsorship of seminars, conferences, workshops etc. and
- Promoting sports/sports persons; supporting agencies promoting sports / sports persons.

### **Perspective Plan 2030 (PP2030)**

PP2030 charts the roadmap for ONGC's growth over the next two decades. It aims to double ONGC's production over the plan period with 4-5 per cent growth against the present growth rate of 2 percent. In physical terms the aspirations under Perspective Plan 2030 aims for -

- Production of 130 mmtoe of oil and oil equivalent gas (O + OEG) per year and accretion of over 1,300 mmtoe of proven reserves.
- Grow ONGC Videsh Limited (OVL) six fold to 60 mmtoe of international O+OEG production per year by 2030.
- More than 20 mmtoe of O+OEG production per year in India coming from new unconventional sources such as shale gas, CBM, deepwater and HPHT (High Pressure & High Temperature) reservoirs.
- Over 6.5 GW power generation from nuclear, solar and wind and 9 MTPA of LNG.
- Scaling up refining capacity to over 20 MMTPA and targeted investments to capture downstream integration in petrochemicals.

## Group of Companies

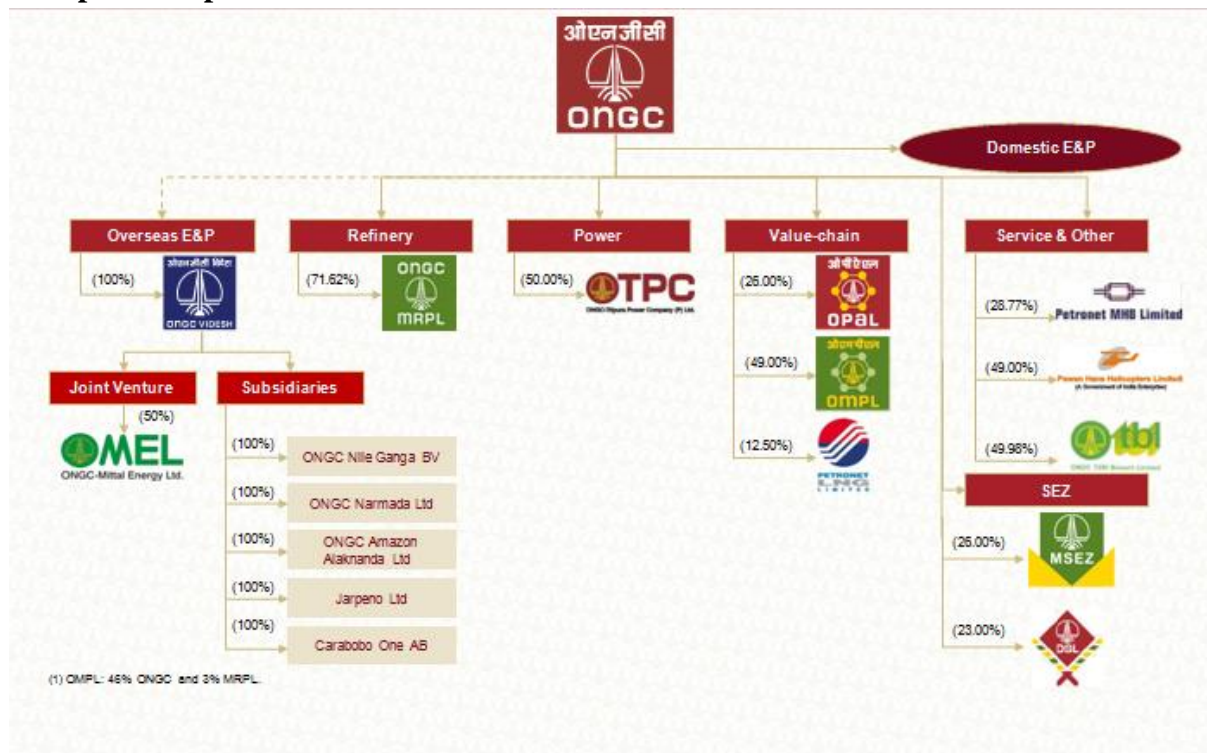


Figure 4: ONGC Group of Companies (Source:www.ongcindia.com)

### Joint Ventures:

#### 1. ONGIO International Limited

ONGIO International Ltd., a 50:50 joint venture between ONGC and IOC has been incorporated to provide training, consultancy and service from drilling to dispensing in India and abroad. The investment is 15:05 million so far.

#### 2. Petronet LNG Ltd.

As a co promoter along with BPCL, IOCL and GAIL, ONGC has advanced Rs.275 million towards equity capital and extended promoters guarantee to bridge loan of Rs.11,450.

#### 3. Indo Bangladesh Natural Gas Pipeline Project

With facilities from Ministry of Petroleum and Natural Gas, a consortium has been formed with IOCL and GAIL to develop this project in co-operation with the counterpart in Bangladesh.

#### 4. LNG Import & Marketing

A joint venture company, Petronet LNG Limited is in place with ONGC having 12.5% equity interest for import and marketing in India. Other partners in this venture are IOC, GAIL and BPCL each with 12.5% equity.

## **5. EXCOM Group**

Exploration contract monitoring (EXCOM) group is exclusive business face of ONGC for jointly operated oil & gas exploration & production ventures in India. It is the nodal agency of ONGC for single window E&P business communications with companies and the Govt. through its New Delhi office.

ONGCL working has been spread over in six sectors of varying geographical structure and different languages, cultures and region's dominating in these areas.

Its exploration and production activities are spread all over India in 6 sectors apart from HQ.

1. HQ. – Dehradun
2. Registered office – JeevanBharti Tower-II, Indira Chowk, New Delhi

### **Regional Centers:**

1. Northern Sectors – Dehradun/ Delhi.
2. Western Sector –Ahmedabad, Ankleshwar, Cambay, Mehsana, Vadodara, and Rajasthan.
3. Southern Sector – Chennai, Karaikal, Mangalore, Pondichery and Rajahmundry.
4. Mumbai Sector – Mumbai Onshore/Offshore, Goa.
5. Eastern Sector –Agartala ,Jorhat, Nazira, Silchar,. Sivasagar,
6. Central Sector – Kolkata.

ONGCL has also established various centers of excellence for technological and developmental studies, catering to the needs of training for human resource and up keeping of scientific and environmental studies, keeping the morale of its people very high in an environment of employee engagement.

The centers are :

- GEOPIC (Geophysical Data Processing and Interpretation Centre), Dehradun
- IDT (Institute of Drilling Technology), Dehradun
- IEOT (Institute of Engineering& Ocean Technology), Mumbai
- IOGPT (Institute of Oil& Gas Production Technology), Mumbai
- IPSHEM (Institute of Petroleum Safety& Environment Management).

- IRS (Institute of Reservoir Studies), Ahmedabad
- KDMIPE (KeshavDevMalviya Institute of Petroleum Exploration), Dehradun
- ONGC ACADEMY, Deheadun
- RTIs (Regional Training Institutes), Chennai, Mumbai, Sivasagar and Vadodara
- SMP (School of Maintenance Practices), Vadodara
- CEWELL (Centre for Excellence in Well Logging Technology), Vadodara
- INBIGS (Institute of Biotechnology and Geo-tectonic Studies ), Jorhat Assam

### Organogram of ONGC

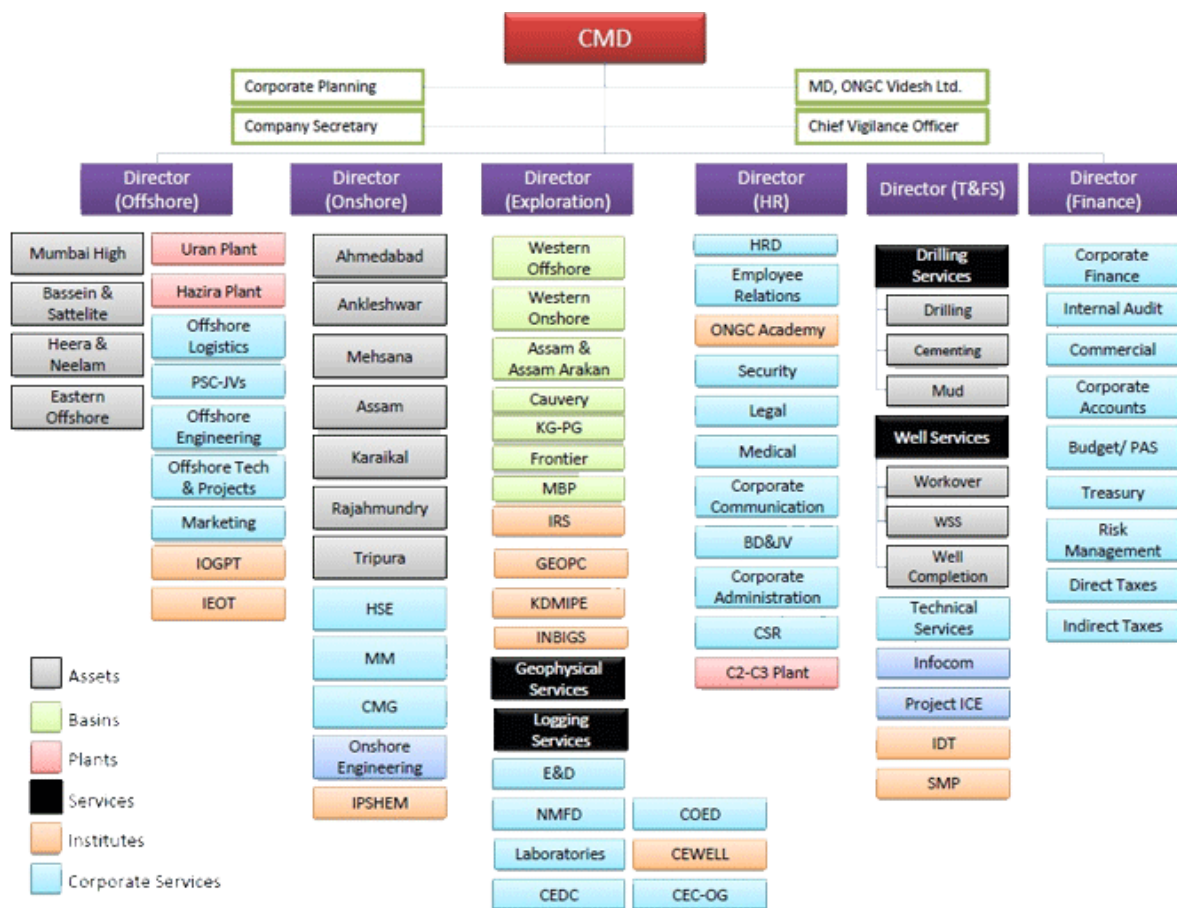


Figure 6: Organization Chart of ONGC (Source: www.ongcindia.com)

## 2.3 Human resource department in ONGC:

### HR Vision

*"To build and nurture a world class Human capital for leadership in energy business".*

### HR Mission

*"To adopt and continuously innovate best-in-class HR practices to support business leaders through engaged, empowered and enthused employees".*

### HR Objectives

- Enrich and sustain the culture of integrity, belongingness, teamwork, accountability and innovation.
- Attract, nurture, engage and retain talent for competitive advantage.
- Enhance employee competencies continuously.
- Build a joyous work place.
- Promote high performance work systems.
- Upgrade and innovate HR practices, systems and procedures to global benchmarks.
- Promote work life balance.
- Measure and Audit HR performance.
- Promote work life balance. Integrate the employee family into the organizational fabric.
- Inculcate a sense of Corporate Social responsibilities among employees.

Table 1: Level Structure of the Organization

Class	Level	Designation
CLASS 1		
	E9	Executive Director
	E8	Group of Gen. Managers
	E7	General Manager
	E6	Deputy Gen. Manager
	E5	Chief Manager
	E4	Manager
	E3	Deputy Manager
	E2	DR (P&A) Officer
	E1	Assistant Officer

CLASS II		
		E0 Assistant (P&A)
CLASS III		
	3-4	Assistant Grade 1
	3-3	Assistant Grade 11
	3-2	Assistant Grade 111
		R/Keeper Grade 11
CLASS IV		
	4-3	Assistant Grade 1
	4-2	2 Assistant Grade 11
	4-1	1 Assistant Grade 111

### Manpower in ONGC:

ONGC has vast pool of skilled and talented professionals – the most valuable asset for the company. 32,909 ONGCians (as on 31st March, 2012) dedicate themselves for the excellent performance of the company. There are over 18,000 technically-competent experienced scientists, engineers and specialist professionals, mostly from distinguished Universities / Institutions of India and abroad form the core of our executive profile. They include geologists, geophysicists, geochemists, drilling engineers, reservoir engineers, petroleum engineers, production engineers, engineering & technical service providers, financial and human resource experts and IT professionals.

It is this toil which amply reflects in the aspirations and performance figures of ONGC. The company has adopted progressive policies in scientific planning, acquisition, utilization, training and motivation of the team. ONGC has a unique distinction of being a company with in-house service capabilities in all the activity areas of exploration and production of oil & gas and related oil-field services.

Table 2: Manpower Details in ONGC

Class	Manpower in ONGC	Manpower in Western Zone	Average Age
I	23231	6736	48
II	1365	686	50
III	6645	1938	41
IV	2596	694	51
Total	33837(*35243)	10054(*10602)	47
*	Deputation IN(35);Tenure (1321);Term Based (50) Total=1406		

## 2.2.1 Human Resource Departments in ONGC

### **Establishment Section:**

He/She is responsible for handling all matters pertaining to service conditions & benefits of all employees in Western Onshore Basin, ONGC Baroda. These include:

- Ensuring compliance with service & other rules and orders issued by the Corporation and also compliance with other statutory regulations in force.
- Determination of pay and allowances of the employee.
- Settlement of employees claims as per Welfare Schemes of the Corporation.
- Maintain database of active and separated employees in the Asset.
- Providing redressal of service related grievances.
- Processing cases of separation on account of superannuation, under VRS & Pre-mature retirement schemes.
- Processing cases of separation on account of death of an employee.
- Settlement of Claims of deceased employees under various schemes of the Corporation

### **Estate Section:**

The Estate Section is mainly responsible for maintenance of all multi-locational offices and colony accommodation of Western Onshore Basin, ONGC Baroda. This Section has the following role in addition to above:

- Issuance of seniority list for officers/officials (customers) seeking colony accommodation.
- Allotment of colony accommodation to customers as per the seniority list and ensuring / taking action for providing the basic amenities in the accommodation as per prescribed norms at the time of allotment.
- Maintenance of ONGC colony in Western Onshore Basin, Baroda and ensuring that the basic amenities as well as the other entitled facilities are provided to the officers/officials seeking/utilizing colony accommodation.
- Maintenance of office buildings / other infrastructures owned by ONGC in Western Onshore Basin, ONGC Baroda.

- Hiring of office space / premises in Western Onshore Basin, ONGC Baroda depending on the operational / functional requirement.
- Liaison/coordination with external agencies like Municipal Corporation, Taxation Authorities, Insurance Agencies and any other agency on estate and housing matters.
- Ensuring water connections and supply as well as electricity connections and supply for ONGC office premises and ONGC colony accommodation in Western Onshore Basin, ONGC Baroda (in association with Civil Maintenance Section and Electrical Maintenance Section)
- Clearance of electricity, water bills pertaining to ONGC offices/ colonies, if any.
- Coordination with RWA (Resident Welfare Association) of ONGC colony in Western Onshore Basin, ONGC Baroda for settling of grievances pertaining to Estate and Housing.
- Collection of rent regularly for the various premises hired out by Western Onshore Basin, ONGC Baroda on rental basis.
- Co-ordination for gas connection and supply of cooking gas in ONGC colonies of Western Onshore Basin, ONGC Baroda.

**General administration Section:**

General Administration section is responsible for managing all the events, coordination with other sections for processing of case related to Furniture's, ACs, and Stationeries etc. The major responsibility includes:

- Management of Central diary/Despatch.
- Processing of case related to procurement of Office Furnitures, ACs etc.
- Processing of case for release of funds to Kendriya Vidyalaya School, sports events etc. as per guidelines.
- Scrutinizing & processing of case for release of funds to different agencies, Corporate Social Responsibility, SC – ST Component plan as per laid down procedure.
- Finalising Regional Holidays, finalization of different rates pertaining to truck charges on transfer, & local transportation charges.
- Managing events.



**Hospitality Section:**

Hospitality Section is responsible for the following jobs:

- Booking of Hotel Accommodation for officers/officials/VIPs and other Guests Visitors (customers) of ONGC, of Western Onshore Basin, ONGC Baroda as per requisition and entitlement.
- Empanelment of hotels, clearance of hotel bills etc.
- Arranging accommodation & hospitality for official meetings, seminars, conferences, trainings etc. organised by ONGC in of Western Onshore Basin, ONGC Baroda.
- Booking of air / rail-tickets for officers/officials/VIPs and other guest/visitors (customers) of ONGC, of Western Onshore Basin, ONGC Baroda as per requisition and entitlement.
- Attending to VIP protocols.
- Management of Transit accommodation.

**Recruitment And Promotion Section:**

The in-charge of Recruitment & Promotion department is responsible for the entire recruitments of Class III & IV category, Tenure based employees and coordination of promotions of Class III & IV employees. The functions & responsibilities of include in-charge of Recruitment & Promotion department the following:

- Recruitment activities for Class III, IV & Tenure based employees.
- Promotion related activities for Class III & IV Employees.
- Preparation of Seniority list & rosters

**Industrial Engineering Section:**

Industrial Engineering section caters to the manpower requirement of Western Region – Western Onshore Basin, Vadodara & different assets – Mehsana, Ankleshwar, Ahmedabad& Cambay Sub --Asset. It also looks after optimum utilization of resources & conducts different system studies.

The various functions & responsibilities include:

- Periodic manpower assessments as per the directives of Corporate Headquarters.
- Maintenance of manpower data of the WON Basin.
- Scrutiny of proposals related to manpower requirement, job contracts, & Rate contracts.
- Optimum utilization of resources

**Industrial Relations Section:**

Industrial Relations Section is responsible for implementation of various labour enactments and acts as a link between the management and the Unions/Associations of employees. Its role is advisory as regards implications of labour enactments. Industrial Relations Section coordinates with various concerned departments to resolve the grievances of employees.

Industrial Relations Section also oversees the implementation of policy decisions on industrial relations by Headquarters. The functions and responsibilities of Industrial Relation Section are as follows:

- Conducting joint formal / informal meetings with the management and the collectives.
- Conveying the demands of collectives to Management / user departments and coordinating for resolving the issues effectively.
- Grievance handling through Grievance Committees.
- Coordination with Labour Authorities.
- Vetting various contract labour proposals and advising the user department on applicable labour laws.
- Employee Welfare activities through Employee Welfare Committee (EWC).

**Loans And Advances Section:**

- All loans and advances are centralized for the purpose of sanction and allocation of funds. However, applications for grant of loans and advances are received by the Departmental Heads and forwarded to the Sectional Head, Loans and Advances.
- All loans and advances such as HBA, Conveyance, Computer, CPF refundable, interest free loan, white goods, natural calamity is operated under this structure.

### 3.1 Transformational Leadership

Transformational leadership has become the most frequently researched and supported theory over the past two decades (Avolio, Walumbwa, and Weber, 2009; Judge and Bono, 2000) because of its demonstrated influence on increasing followers' positive attitudes, behaviors, and levels of performance. Transformational leadership provides the vision, mission and consciousness of the industry or any organization which creates the high level of ability and expertise. According to Bass (1985), the transformational leadership style is a systematic way by which subordinates or fellows praise and appreciate their leaders. Resultantly, this style enhances their motivational level, which leads to organizational productivity. Transformational leadership has been defined as "leader behaviors that transform and inspire followers to perform beyond expectations while transcending self-interest for the good of the organization" (Avolio et al., 2009,). Schuster (1994) stated that transformational leadership appeals to higher motivation, while improving the quality of life for the members of an organization. Pounder (2008) also explained that the effect of transformational leadership on subordinates centers on three leadership outcomes: (a) the ability of the leader to generate extra effort on the part of those being led, (b) subordinates' perception of leader effectiveness, and (c) their satisfaction with the leader. The intrinsic characteristics of transformational leaders, as described by Dixon (1998), are the main drivers behind effective behaviors. Dixon's study revealed that a leader's behavior is influenced by four factors: self-confidence, integrity, honesty, and personal values. The primary driving force behind effective performance is the leader's ability to connect his or her life experiences with transformational behaviors. Once such connection is established, it leads to external transformation, resulting in organizational transformation. According to Burn (1978) the four dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized that cause followers to identify with the leader. *Inspirational motivation* is the degree to which the leader articulates a vision that is appealing and inspiring to followers. *Intellectual stimulation* is the degree to which the leader challenges assumptions, takes risks, and solicits followers' ideas. While *individualized consideration* is the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower, and listens to the follower's concerns and needs.

## 3.2 Organizational Commitment

The concept of organizational commitment has become a major focus of a number of studies; however, no comprehensive definition to cover all disciplines has yet been rendered (Morrow, 1983). The foremost reason for it is that researches from different field of study such as sociology, social psychology and organizational behaviour have dealt with the topic based on their field of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to organizational commitment (Çöl, 2004). Meyer & Allen (1991) have offered the following definition of their three types of organizational commitment: (a) Affective commitment represented to the salespeople's emotional attachment to, identification with, and involvement with the organization. Salespeople with a strong affective commitment continue employment with the organization because they want to do. (b) Continuance commitment represented to an awareness of the costs associated with leaving the organization. Salespeople whose primary link to the organization is based on continuance commitment remain because they need to do. (c) Normative commitment represented a feeling of obligation to continue employment. Salespeople with a high level of normative commitment feel that they ought to remain with the organization. A number of studies have supported the distinctiveness and independence of these three dimensions and provide evidence that they also have unique antecedents (Allen & Meyer, 1990; Boyle, 1997; Eisenberger, Fasolo& Davis-LaMastro, 1990 ;). Furthermore, support has been found for two distinct dimensions of continuance commitment, one based on personal sacrifices involved in leaving the organization, and the second based on limited employment opportunities (Grube& Castaneda, 2000). Organizational commitment is defined as the overall strength of an employee's identification and involvement in an organization. Hence, paving the way for employees to be satisfied with the organization in which they work can be said to be as crucial as providing goods and services (Çöl, 2004). In this regard, taking into the positive effects of organizational commitment into account, the significance involved augments. Organizational commitment has become an issue of great importance to be dealt with, because it helps to increase employee performance (Meyer et al., 2002) and helps to minimize turning up late to work, absenteeism, and leaving.

### 3.3 Job Involvement

Kanungo (1982) has defined job involvement as a psychological identification or commitment with the job. Furthermore, Paullay, Alliger and Stone–Romero (1994) added to this definition by stating that it is the degree to which one is cognitively anxious about, engaged with and concerned about ones present job. Those individuals who are more involved in their job consider their work to be a vital part of their lives and their feelings are closely connected with their performance at work (Lodahl&Kejner, 2000). Thus, employees with high job involvement have greater work focus and make it an essential part of their personal life (Hackett, Lapierre&Hausdorf, 2001). There are many definitions of job involvement. Job involvement is defined as the degree to which a person psychologically identifies with. Job involvement is related with the work motivation that a person has with a job (Balay, 2000). Job involvement is the internalization of values about the work or the importance of work according to the individual. Job involvement may appraise the ease with which a person can be further socialized by an organization. Unfortunately, the concept has not evolved in a logical and evolutionary fashion, resulting in several different theoretical conceptualizations of the construct with a myriad of measuring instruments as a consequence (Bleeker&Roodt, 2002). Although there appears to be a lack of consensus on the meaning of job involvement, Paullay, Alliger& Stone-Romero (1994) defined job involvement as “the degree to which one is cognitively preoccupied with, engaged in, and concerned with one’s present job.” This attitudinal construct is often contrasted and viewed as a polar opposite of alienation, where alienation implies a ‘state of individuality and separation from the self and work environment’. In addition to research showing job involvement as a unidimensional construct concerned with an individual’s psychological identification (Blau, 1985), Paullay, Alliger and Stone-Romero (1994) found that two distinct constructs are important and necessary to experience job involvement. Job involvement-role, refers to the degree to which one is involved in the specific tasks that make up one’s job, and job involvement-setting, refers to the situation where the individual finds the present work environment engaging. Involvement in a specific job is different from involvement with work in general. The former is concerned with the present job’s ability to satisfy one’s present salient needs and the latter with the centrality of work in one’s life. The degree to which the job situation is central to the individual and satisfies one’s salient needs is distinct but related to other forms of work-related commitment, standard definitions of job satisfaction, perceptions of the supervisor, participative decision making, intrinsic motivation, work commitment and job characteristics

such as skill variety and job challenge (Blau, 1985; Brown, 1996; Knoop, 1986). Elloy, Everett and Flynn (1991) indicated that “job-involved individuals are more likely to be satisfied with, and thus more committed to, their jobs and organizations”. Research has also indicated that job involvement is a higher predictor of job performance for those individuals who are committed to an outside profession than those who are committed to their employing organization, suggesting that job involvement is especially important for knowledge workers who are ‘cosmopolitan’ and who have internalized professional values (Keller, 1997). Highly job involved individuals make the job a central part of their personal character. Besides, people with high job involvement focus most of their attention on their job (Hackett et al., 2001).

### 3.4 Transformational Leadership and Organizational Commitment

Hartog, Muijen and Koopman, (1997) argued that transformational leadership and transactional Leadership both are directly related with numerous workplace outcomes such as job satisfaction, group performance, employee’s performance, and organizational commitment. Many researchers (Abdul *et al*, 2012; Greenburg and Baron, 2009 and Bass and Avolio, 1994) agreed that transformational and transactional are the types of leadership that both directly related with organizational commitment. Similarly, Charles and Katherine (2007) investigated a significant relationship between leadership styles- transformational and transactional- and commitment. Barbuto (2005) also pointed out that transformational and transactional leadership and their components have positive and significant association with organizational commitment. Ibrahim et al (2010) also discovered that there was a significant correlation between transactional and transformational and organizational commitment. Transformational leadership have stimulated salespeople to seek new ways to approach problems and challenges, and identifying salespeople’s needs, leaders were able to motivate their salespeople to get more involved in their work, resulting in higher levels of organization commitment (Walumbwa & Lawler, 2003). Lee (2004) found out that transformational leadership correlates significantly with organizational commitment with samples of research and development professional in Singapore. One organizational factor that is considered a key determinant of organizational commitment is leadership (Mowday et al., 1982). The links between transformational leadership and organizational commitment are well established (Walumbwa et al., 2005; Avolio et al., 2004; Dvir, Eden, Avolio & Shamir, 2002). Hayward, Goss and Tolmay (2004) also found that transformational leadership has moderate positive

correlation with affective commitment. Lower correlation coefficients between transformational leadership and normative, as well as continuance, commitment were found. No correlation was found between transactional leadership and affective, normative and continuance commitment According to Walumbwa and Lawler (2003), there is considerable research available suggesting that the transformational leadership style is positively associated with organizational commitment in a variety of organizational settings and cultures. Nyengane (2007) indicated that transformational leaders are able to influence employees' organizational commitment by promoting higher levels of intrinsic value associated with creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals.

### 3.5 Transformational Leadership and Job Involvement

Transformational and transactional leadership did not correlate significantly with job involvement. Leadership theory suggests a stronger, positive relationship between transformational leadership and job satisfaction, job involvement and organizational citizenship behaviour, however previous researchers (Judge & Bono, 2000; Schnake&Dumler, 1993). Significant correlation between transformational leadership and job involvement is supported by previous research found in the literature (Knoop, 1986).At the core of transformational leadership is the notion that employees are willing to make an extra effort to achieve their goals and move beyond immediate self-interest and to work towards the improvement of the product/service and develop the organization. Through idealized influence leaders act as role models, and their motivation and enthusiasm for the job inspire followers to be involved in the tasks and challenges at hand. Individualized consideration promotes a feeling ofbeing special in followers and thus they are likely to put in an extra effort if they feel noticed and that their efforts are appreciated. Through inspirational motivation, transformational leaders engage their followers 'above and beyond the call of duty' and encourage them to take charge of their own development at work. Thus, followers are more likely to report that they are highly involved in their jobs (Bass 1990,p. 188).Transformational leadership was found to influence job involvement positively. Transformational leadership and job involvement in the Middle East: the moderating role of individually held cultural values (Abdullah, 2013).

### 3.6 Organizational Commitment and Job Involvement

There has been some research into organizational commitment and job involvement especially related to the health-care workers and nurses (Brooks & Swailes, 2002; Örs et al, 2003; Özsoy et al, 2004; Sjöberg & Sverke, 2000). Literature indicates that highly committed employees are more satisfied with their work, perform at levels beyond expectation, are more motivated and experience higher levels of job involvement (Boyle, 1997). Organizational Commitment is related to numerous work-related attitudes and behaviors, including satisfaction, involvement with one's job and work motivation (Markovits, Davis & Vandick, 2007; Chughtai & Zafar, 2006; Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 2002). Lee, Carswell and Allen (2000) for example undertook a study to assess the relationship between occupational commitment and person-and work-related variables. Results of the study indicate that occupational commitment is positively related to job-focused constructs such as job involvement and satisfaction. Although the attitudes of job satisfaction, job involvement and organizational commitment represent distinct concepts (Brooke, Russel & Price, 1988), research has indicated that these work-related variables are likely consequences of each other (Brown, 1996). Research has proved the importance of job involvement with employee commitment. This clearly reveals that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees (Khan et al., 2011). Organizational commitment and job involvement are independent variables which differ from one culture to other culture an individual is positively affected by his job, the readiness and working will automatically increase (Ekmekci, 2011). Williams & Sandler (1995) are also of the view that involvement and commitment are unified or parts of each other. Ekmekci (2011) in western industry found that the outcome of job involvement is organizational commitment which raises the hopes of employees to stay for a longer time in the organization. Organizational commitment is one of the most important and crucial outcome of human resource strategies and employee commitment is the key factor in reaching competitive performance (Sahnawaz & Juyal, 2006). Moynihan and Pandey (2007) investigated the relationship between job involvement and organizational commitment using a sample of public sector health and human services managers. The study showed that there was a moderately positive correlation between job involvement and organizational commitment. O'Reilly and Chatman (1986) reported that job involvement is an outcome of psychological commitment to an organization. Uygur and Kilic (2009) studied the level of organizational commitment and job



involvement of the personnel at Central Organizational, Ministry of Health in Turkey. Questionnaires were distributed to a total of 210 subjects. Of this number, 180 (86%) returned the questionnaire and of these, 168 were found to be useable. A significant positive correlation was found between organizational commitment and job involvement ( $r = 0.44, p < 0.001$ ). In a study conducted by Sjoberg and Sverke in a Swedish Emergency Hospital (2000), it was reported that organizational commitment and job involvement were significantly positively correlated. Other researchers (Tansky, Gallagher & Wetzel, 1997; Cohen, 1999) also confirmed this relationship of job involvement and organizational commitment. If individual is involved in his job, he will probably be satisfied with job and committed to the organization (Knoop & Robert, 1995). Job involvement has received substantial attention because of its role in generating positive organizational outcomes, for example, employee commitment (Ahmed & Islam, 2011; Ketchand & Strawser, 2001), Job involvement, to some extent, is similar to organizational commitment because both constructs are concerned with the employee's recognition at work. However the difference between both constructs is that job involvement is concerned with the current or latest job of the employee (Brown, 1996), whilst organizational commitment is the willingness of an employee to be a part of the organization in the future (Uygur, 2004). Thus, it is possible for an employee to be highly involved in his or her job, but not to be committed to the organization (Blau & Boal, 1987). There is a positive and significant relationship identified by the literature between job involvement and organizational commitment (Brown, 1996; Janis, 1989; Loui, 1995). This positive relationship indicates that all employees who are involved with their jobs are also committed to their organizations. In their separate studies Carmeli (2005), Ahmed and Islam (2011), argued that there is a positive and significant relationship between affective commitment and job involvement.

### Research Hypotheses:

**H1:** *There is positive relationship between transformational leadership and job involvement*

**H2:** *There is a positive relationship between job involvement and organizational commitment and*

**H3:** *There is a positive relationship between transformational leadership and organizational commitment.*

**H4:** *Job involvement will mediate the relationship between transformational leadership and organizational commitment*



Figure 6: Conceptual framework of the study

## 4.1 Scope of the Study

The scope for the present study has been selected as ONGC, Vadodara, India. Being India's largest petroleum exploration and production entity, ONGC has vast pool of skilled and talented professionals – the most valuable asset for the company. The achievements and success of the corporation is proudly attributed to a steadfast workforce of more than 30,000 (as on 31st March, 2012). They include technically-competent experienced scientists, engineers and specialist professionals, mostly from distinguished Universities / Institutions of India and abroad form the core of our executive profile. The company has adopted progressive policies in scientific planning, acquisition, utilization, training and motivation of the team. On the basis of the above ground, ONGC is considered to be the noble ground for the selection of the study area.

## 4.2 Statement of the problem

The petroleum sector is the most important sector in India. It is of strategic importance and plays a pivotal role in influencing decisions across other important spheres of the economy. Therefore, this sector needs professional leaders who can achieve all the goals of both employees and organizations. Theories on leadership have attracted considerable interest from both academics and practitioners. Furthermore, a few studies have been conducted to investigate the relationship between transformational leadership and organizational commitment and job involvement in petroleum sector in particular. Therefore, an effort is made to improve the understanding of the role of leadership in petroleum sector setting.

## 4.3 Objectives

The research is to examine the relationship between transformational leadership and job involvement and organizational commitment. To achieve the goal, the specific objectives of the study are:

- To examine the relationship between transformational leadership and organizational commitment.
- To examine the relationship between transformational leadership and job involvement.
- To determine the relation between organizational commitment and job involvement.
- To explore the mediating role of job involvement between transformational leadership and organizational commitment.

## 5.1 Type of research

The success of any analysis mostly depends on the methodology on which it is carried out. The present study is a descriptive study. The present study was aimed at examining the impact of transformational leadership on job involvement and organizational commitment. This chapter deals with different steps starting from identification of the problem to gathering and organizing the data. The objective of the present study is to examine the relationship between transformational leadership & job involvement & organizational commitment. An extensive survey comprising of a questionnaire relating to the objective identified has been carried out.

## 5.2 Sampling

### 5.2.1 Research population:

The target population in this study was limited to employees working at ONGC Vadodara. The research population for this study includes all the employees of working in ONGC.

### 5.2.2 Selection of the Study Area:

The area for the present study has been selected as Oil and Natural Gas Commission (ONGC), Western Onshore Basin (WON), Vadodara. Being India's largest petroleum exploration and production entity, it is a state statutory body (1981), and runs on profit making ideology. The company maintains a vision and mission of being a world class Oil and Gas Company integrated in energy business with dominant leadership and global presence. The achievements and success of the corporation is proudly accredited to a committed workforce of more than 33,000. On the basis of the above ground, ONGC is considered to be the noble ground for the selection of the study area.

### 5.2.3 Selection of Sample:

A sample size of 120 from a total of 590 executives (E1 to E7) is taken. The sample unit is ONGC, WON Vadodara and the sample area as Vadodara.

### 5.2.4 Sampling method:

The sampling technique used in the research is, 'non probability convenient sampling' in which questionnaires were distributed among employees of ONGC according to convenience.

Convenience sampling refers to the collection of information from members of population who are conveniently available to provide the information. This sampling method is most often used during the exploratory phase of research project and is the best way of collecting basic information quickly and efficiently (Sekaran, 2009). Therefore, in this study, questionnaires were distributed to the participants based on convenience, who were easily available and willing to participate in survey.

### 5.3 Collection of Data

The present study is descriptive in nature where the original data that is, the primary data is collected by means of structured questionnaire and discussions with the respondents. Some data is also collected through secondary sources comprising of the analysis of existing documents such as: Annual Reports of ONGC; Internet; Govt. Publication etc.

A questionnaire was developed using the Multifactor Leadership Questionnaire (MLQ) to measure transformational leadership, while Organizational Commitment Scale (Mowday, Steers & Porter, 1979) was used to measure Organizational Commitment and Job involvement (Kanungo, 1982) was used to measure Job Involvement (Annexure I ).In the first part, some demographic data like age, gender and tenure in organization were gathered. The questionnaire is comprised of twenty statements. Respondents had to indicate their level of agreement with each statement. This was done with an five-point Likert-scale ranging from one to five, with one being “ Strongly Agree”, three being a neutral score and five being “Strongly disagree”(Annexure I).

### 5.4 Analysis Techniques

A total of 120 questionnaires were distributed among the employees of ONGC Vadodara; out of which 98 were properly filled and returned. This gives a response rate of 81.6%. All the responses were then decoded. After the data entry into SPSS version 20, results were then analyzed.

After collecting the data from the primary sources, the data is analyzed with the help of Reliability test, Factor Analysis, and Multiple Regression Analysis and Sobel Test. In order to understand whether the questions in the questionnaire all reliably measure the same latent variable Cronbach's alpha, measure of internal consistency ("reliability"), has been analysed.

Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. Factor analysis can also be used to generate hypotheses regarding causal mechanisms or to screen variables for subsequent analysis (for example, to identify collinearity prior to performing a linear regression analysis). Multiple Regression – a statistical tool used to analyze the data asked in the questionnaire used.). The purpose of Sobel test is to verify whether a mediator carries the influence of an independent variable to a dependant variable.

### 5.5 Limitations

There were certain limitations while conducting the study. Since the study was carried out only of the employees posted in Vadodara with a limited sample size of 120 employees and hence, the findings are not conclusive for the organization as a whole. It was a time consuming exercise due to difficulty in extracting information from the executives.

## 6.1 Introduction

In this section the results of the different analysis are presented. The first part elaborates on the Demographic analysis. The second part deals with the results of the analysis techniques which give an impression how the several variables are perceived by users of the target organization.

## 6.2 Demographic Analysis

Table 3: Response Profile showing frequency and percentage of different parameters.

Variable	Description	Frequency	Percentage (%)
Gender	Male	81	83
	Female	17	17
Age	20 -29	0	0
	30 -39	4	4
	40 -49	37	38
	50 -59	57	58
Tenure	01 to 10	0	0
	11 to 20	3	3
	21 to 30	82	83
	≥31	13	14
Level	E0	0	0
	E1	0	0
	E2	1	1
	E3	3	3
	E4	24	25
	E5	26	27
	E6	32	33
	E7	12	11

The Table 3 depicts the response profile of the respondents. The average age was 51 years with average years of experience was 26 years. Majority of the respondents were executives (E6) (32.0%). A majority of them is male (82%) with female of the order of 17%.

## 6.3 Analysis of descriptive statistics

### 6.3.1 Reliability Test

In order to understand whether the questions in the questionnaire all reliably measure the same latent variable Cronbach's alpha, measure of internal consistency (reliability), has been analysed. The Reliability Statistics table provides the actual value for Cronbach's alpha.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.879	20

It has been found that Cronbach's alpha is 0.881, which indicates strong internal consistency among items. This means that 88.1% of the variability in composite score is considered to be internally reliable variance.

### 6.3.2 Factor Analysis

An exploratory factorial analysis (EFA) with varimax rotation was conducted including all the items of the variables of the model of analysis. This procedure was performed in order to assure the dimensionality of the questionnaire and to guarantee that each variable constitutes an independent construct for this sample. Factor analysis is utilized to check the unidimensionality of the scale to organizational commitment among employees. The following are the SPSS output and has been analyzed.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.754
Bartlett's Test of Sphericity	Approx. Chi-Square	992.019
	Df	190
	Sig.	.000



The KMO (Kaiser-Meyer-Olkin) measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed. If any pair of variables has a value less than this, consider dropping one of them from the analysis. From the analysis, the KMO measure is calculated as 0.754. There is universal agreement that factor analysis is inappropriate when sample size is below 50. Kaisen (1974) recommend 0.5 as minimum (barely accepted), values between 0.7-0.8 acceptable.

Bartlett's test is another indication of the strength of the relationship among variables. From the same table, we can see that the Bartlett's test of sphericity (Table 9 a) is significant and its associated probability is less than 0.05. In fact, it is actually 0.0, i.e. the significance level is small enough to reject the null hypothesis.

Table 5 (b): Communalities

	Initial	Extraction
JIA	1.000	.657
TLA	1.000	.678
OCA	1.000	.404
TLB	1.000	.616
JIA	1.000	.423
TLC	1.000	.513
OCB	1.000	.618
TLD	1.000	.728
JIC	1.000	.452
TLE	1.000	.549
OCC	1.000	.560
TLF	1.000	.365
JID	1.000	.714
TLG	1.000	.622
OCD	1.000	.655

The output of communalities (Table 5 b) shows how much of the variance in the variables has been accounted for by the extracted factors. For instance over 65.7% of the variance in JIA is accounted for while 45.2% of the variance in JIC is accounted for.

Table 5 (c): Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.840	34.200	34.200	6.840	34.200	34.200
2	3.001	15.007	49.207	3.001	15.007	49.207
3	2.378	11.889	61.097	2.378	11.889	<b>61.097</b>
4	1.369	6.846	67.943			
5	1.116	5.580	73.523			
6	.980	4.901	78.424			
7	.836	4.179	82.603			
8	.758	3.788	86.391			
9	.694	3.468	89.860			
10	.497	2.486	92.346			
11	.391	1.956	94.302			
12	.272	1.358	95.660			
13	.252	1.262	96.922			
14	.176	.878	97.799			
15	.147	.734	98.534			
16	.143	.713	99.247			
17	.094	.472	99.718			
18	.033	.166	99.884			
19	.018	.091	99.975			
20	.005	.025	100.000			

Table (5 c) shows the results of the EFA performed, with twenty items loaded, which resulted in a three factor structure, corresponding to the study variables, and accounting for 61% of the common variance.

The next analysis comprises of all the factors extractable from the analysis along with their eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors (Table 5c). It may be noted that the first factor accounts for 34.200% of the variance, the second 15.007% and the third 11.889%. All the remaining factors are not significant.

The Table (6 a) reports the factor loadings for each variable on the unrotated components or factors. Each number represents the correlation between the item and the unrotated factor. For example, the correlation between 'JIA' and factor 1 is 0.785. These correlations help to

formulate an interpretation of the factors or components. It has been observed that items with large loadings on several of the unrotated factors, making the interpretation difficult. Thus, a rotated component matrix (Table 6 b) is helpful to examine.

Table 6 (a): Component Matrix			
	Component		
	1	2	3
TLD	.804		
TLA	.785		
OCA	.771		
OCD	.705		
OCE	.703		
TLB	.695		
TLC	.693		
OCF	.642		
JIE	.640		
JID	.623	.570	
OCB	.551		
TLF	.550		
JIB	.502		
OCC		.641	
OCA		.526	
JIC		.510	
TLH	.523		-.629
TLE			.511
OCG			
TLG			

	Component		
	1	2	3
TLE	.734		
TLB	.696		
TLD	.696		
TLA	.688		
JIA	.653		
TLC	.575		
TLF	.537		
TLG			
OCG			
OCA		.827	
TLH		.764	
OCD		.748	
OCE		.654	
OCF		.551	
JID			.750
OCC			.720
OCB			.709
JIC			.636
JIE			.602
JIB			.538

Rotation is a method used to simplify interpretation of a factor analysis. It shows the factor loadings for each variable. Bases on the variables loaded most strongly on each factor, the items, is grouped under three (3) factors, Transformational Leadership, Job Involvement and Organizational Commitment. The item TLF ,TLC,JIA ,TLA ,TLD ,TLB, TLE subtests loaded strongly on Factor 1, which is named as “Transformational Leadership”. These seven variables are grouped under one predictor variable “Transformational Leadership” as these variables define the essence and characteristic of ex chairman Shri. Subhir Raha , ONGC. The items OCA, TLH, OCD, OCE and OCF all loaded strongly on Factor 2, which is named as “*Job Involvement*”. There is relationship between these five variables regarding job involvement. The items JID, OCC, OCB, JIC, JIE, JIB are loaded on Factor 3 which is called “*Organizational Commitment*”.

### 6.3.3 Correlation

		OC	TL	JI
OC	Pearson Correlation	1	.753**	.727**
	Sig. (2-tailed)		.000	.000
	N	98	98	98
TL	Pearson Correlation	.753**	1	.665**
	Sig. (2-tailed)	.000		.000
	N	98	98	98
JI	Pearson Correlation	.727**	.665**	1
	Sig. (2-tailed)	.000	.000	
	N	98	98	98

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

To study the correlation between variables, correlation was selected to investigate the correlation between these variables. It's clear from Table 7, that the relationship between transformational leadership and organizational commitment is a strong and positive relationship with correlation coefficient of 0.753. On the same line, based on the result of correlation, the relationship between transformational leadership and job involvement is also strong and positive with  $r=0.665$ , organizational commitment and job involvement with  $r=0.727$ .

Based on the results of the correlation between the variables of the study and their dimensions it could be concluded that the relationship between transformational leadership and organizational commitment and job involvement was significant positive relationship with each other. These results are consistent with previous studies which carried out by (Hayward, Goss and Tolmay (2004);and Uygur and Kilic, 2009) who concluded that the relationship between transformational leadership and organizational commitment and job involvement was positive and significant relationship with each other.

### 6.3.4 Regression

In order to test the mediation effects proposed on this study, Baron and Kenny's (1986) linear regression method is followed. According to the author's guidelines, to verify the existence of a mediation effect, the following conditions should be assured: (1) the predictor variable should affect the mediator variable in the first regression equation; (2) the predictor variable should be affected by the dependent variable in the second equation; (3) the mediator variable should affect the dependent variable in the third regression equation.

Following the steps of the mediation procedure, it was verified that Job Involvement and Transformational Leadership (step one) were positively related ( $\beta = .678$ ;  $p < .05$ ) (Table 8(a)).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.241	.237		5.236	.000
	TL	.678	.065	.727	10.380	.000

Dependent Variable: JI ;  $R^2 = 0.529$  Sig. F = .000

Then, it was verified that Transformational Leadership and Organizational Commitment (step two) revealed also positive relation ( $\beta = .702$ ;  $p < .05$ ) (Table 8b).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.206	.223		5.419	.000
	TL	.702	.063	.753	11.226	.000

Dependent Variable: OC;  $R^2 = 0.568$  Sig. F = .000

When controlling Job involvement, (table 8c) the relation between Transformational leadership and Organizational Commitment (step three), became significant ( $\beta = 0.451$ ;  $p < .05$ ), and the effect of Job involvement in organizational commitment was positive and significant ( $\beta = 0.378$ ;  $p < .05$ ), revealing a full mediation of Job Involvement in this relation.

Table 8(c ): Regression of the predictor variable on dependent variable, controlling the mediator

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	.738	.219		3.371	.001
	TL	.451	.081	.484	6.038	.000
	JI	.378	.075	.406	5.063	.000

Dependent Variable: OC; R<sup>2</sup>=0.660 Sig. F=.000

According to these results, when controlling Job Involvement, the effect between Transformational leadership and organizational commitment is significant.

Table 9: Regression between Job Involvement and Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	1.205	.215		5.690	.001
	JI	.740	.088	.680	13.412	.000

Dependent Variable: OC; R<sup>2</sup>=0.579 Sig. F=.000

It was verified that Job Involvement and Organizational Commitment were positively related ( $\beta = .74$ ;  $p < .05$ ) (Table 9). The results show that H1, H2, and H3 are supported.

In addition, further the present model was tested using Sobel Test (Sobel, 1982). The purpose of this test is to verify whether a mediator carries the influence of an independent variable to a dependant variable. This test proposes the following equation for estimating indirect effects:  $Z\text{-value} = a*b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2)$ .

The reason for complementing this analysis with this methodology is that it permits evaluating more directly the indirect effects, and may be regarded as a complementary analysis of the mediation steps proposed by Baron and Kenny (1986). In the present study, the test value verified was  $Z = 3.75736685$ ;  $p = 0.000$ . These results points out that the way how Transformational Leadership are perceived to be effective lead to job involvement, which in turn, leads to organizational commitment.

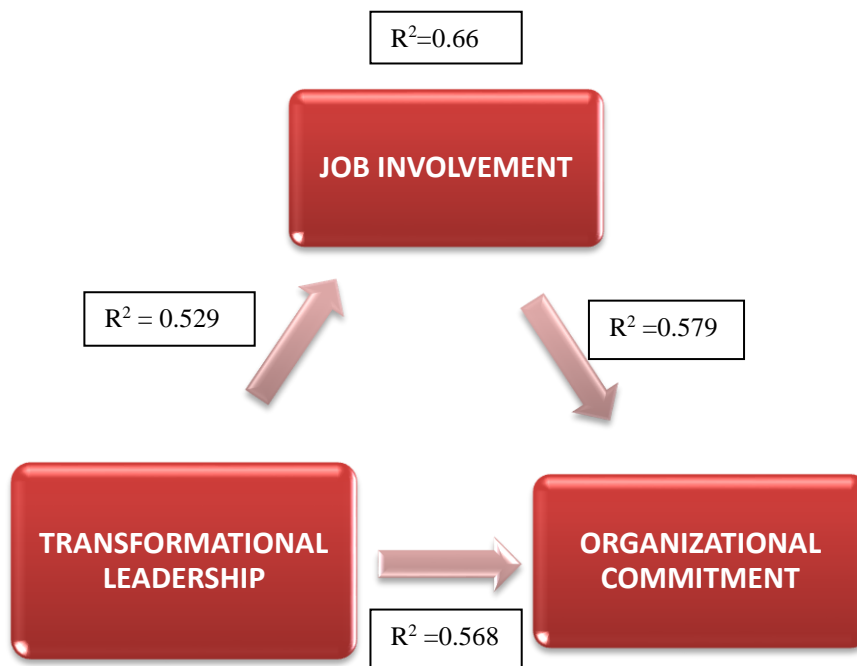


Figure 7: Derived Model of the study

Model	R <sup>2</sup>	F value	Hypotheses
1	0.529	107.746	H1(Supported)
2	0.568	126.030	H2(Supported)
3	0.660	92.005	H4(Supported)
4	0.579	130.113	H3(Supported)



## 7.1 Observations

It has been found that Cronbach's alpha is 0.881, which indicates strong internal consistency among items. This means that 88.1% of the variability in composite score is considered to be internally reliable variance.

An exploratory factorial analysis (EFA) with varimax rotation was conducted including all the items of the variables of the model of analysis. The results of the EFA performed, with twenty items loaded, which resulted in a three factor structure, corresponding to the study variables, and accounting for 61% of the common variance.

To study the correlation between variables, correlation was selected to investigate the correlation between these variables. It's clear from Table 7, that the relationship between transformational leadership and organizational commitment is a strong and positive relationship with correlation coefficient of 0.753. On the same line, based on the result of correlation, the relationship between transformational leadership and job involvement is also strong and positive with  $r= 0.665$ , organizational commitment and job involvement with  $r=0.727$ .

To test the hypotheses of the study, it was verified that Job Involvement and Transformational Leadership (step one) were positively related ( $\beta= .678; p<.05$ ). Then, it was verified that Transformational Leadership and Organizational Commitment (step two) revealed also positive relation ( $\beta=.702; p<.05$ ). The relation between Transformational leadership and Organizational Commitment is significant ( $\beta=0.451; p<.05$ ), and the effect of Job involvement in organizational commitment was positive and significant ( $\beta=0.378; p<.05$ ), revealing a full mediation of Job Involvement. The results show that H1, H2, and H3 are supported.

## 7.2 Findings

Based on the results of the correlation between the variables of the study and their dimensions it could be concluded that the relationship between transformational leadership and organizational commitment and job involvement was significant positive relationship with each other. These results are consistent with previous studies which carried out by (Hayward, Goss and Tolmay (2004); and Uygur and Kilic, 2009) who concluded that the

relationship between transformational leadership and organizational commitment and job involvement was positive and significant relationship with each other.

The study tested three hypotheses conjectured for the objective of identifying the impact of transformational on organizational commitment, job involvement. It was discovered that Transformational leadership style is the best approach to be used for any organization that creates organizational commitment through improved performance of its employees. Previous researchers have also maintained similar positions on their findings. The entire three hypotheses were accepted. The relation between Transformational leadership and Organizational Commitment is significant ( $\beta=0.451$ ;  $p<.05$ ), and the effect of Job involvement in organizational commitment was positive and significant ( $\beta=0.378$ ;  $p<.05$ ), revealing a full mediation of Job Involvement.

### 7.3 Managerial Implications

The transformational leadership style had been proven to be the most effective style of leadership. Previous authors and researchers as quoted below had also maintained this position and it has also been empirically tested and in business organizations today. The results of the study have vital implications for managers. The implication is that “Transformational Leadership Style” will bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower’s higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instils pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future.

Several studies indicated that transformational leadership, when compared to transactional and laissezfaire leadership, results in higher levels of satisfaction, commitment, organizational citizenship behaviour, cohesion, job involvement, performance, satisfaction with the leader and leader effectiveness (Avolio& Bass,1999; Barbuto, 1997; Covin&Kolenko, 1997; Hartog& Van Muijen, 1997;)

Furthermore, Hater and Bass (1988) found transformational leadership to be positively correlated with how effective subordinates perceive leaders, how much effort they say they will expend for the leader, how satisfied they are with the leader, and how well subordinates perform as rated by the leader.

From previous explanations, it can be concluded that transformational leadership can be used to raise organizational commitment through job involvement. It can be recommended that transformational leadership is a model that can be implemented in an organization based on the willingness to move forward with present condition.

Going by the results of this research and the position of previous literature review on the superiority and effectiveness of the Transformational leadership style influence on subordinates involvement and organizational commitment, the Transformational leadership style is recommended for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm.

## CONCLUSIONS

Managing an organization for effectiveness requires effective leadership. There abound different styles of leadership with attendant different effects. This project studied the effect of transformational leadership styles on organizational commitment and job involvement in the petroleum public sector as a case study.

The purpose of the study is to examine the relationship between transformational leadership and organizational commitment and Job Involvement in petroleum sector. This research was carried out by measuring the data gathered from the five point likert scale.

In order to achieve the above objective, employees from various departments are surveyed with the help of questionnaire by following non probability convenient sampling technique. A total of 120 questionnaires were distributed among the employees of ONGC Vadodara; out of which 98 were properly filled and returned. This gives a response rate of 81%. Reliability test and factor analysis comprising principal component analysis have been done based on statistical principle. . Bases on the variables loaded most strongly on each factor the items are grouped under three factors. The collected empirical data pertaining to the various responses are decoded and analyzed by using SPSS, version 20. The major findings show that transformational leadership style is the best approach to be used for any organization that creates organizational commitment through improved performance of its employees. Previous researchers have also maintained similar positions on their findings. The entire three hypotheses were accepted. The relation between Transformational leadership and Organizational Commitment is significant ( $\beta=0.451$ ;  $p<.05$ ), and the effect of Job Involvement in Organizational Commitment was positive and significant ( $\beta=0.378$ ;  $p<.05$ ), revealing a full mediation of Job Involvement.

Going by the results of this research and the position of previous literature review on the superiority and effectiveness of the Transformational leadership style influence on subordinates involvement and organizational commitment, the Transformational leadership style is recommended for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm.

The present study was an attempt to be as logical as possible; yet there were certain limitations while conducting the study. The measures included in this research were all based upon the perceptions of the employees. Secondly, the present research is carried out in only one PSU; thus this research may not be applicable to private organization. A careful selection of a better representative sample from different PSUs of various other sectors would bring comprehensiveness in the results.

The scope of this present research may be extended as a comparative study of performance management system between public and private sector units. For future research, the development on research instruments on transformational leadership, organizational commitment, and job involvement can be customized for different setting to generalise and add value to the existing literature. Methodologically, this research only relies on primary data so it's highly advised for future researches to combine this data with more reliable secondary data.

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## QUESTIONNAIRE

**Directions:** Please answer all the questions. For each of the statements please circle (O) the number that best describes your opinion. **5-Strongly Agree (SA), 4-Agree(A), 3-Neutral(N), 2-Disagree(D), 1-Strongly Disagree(SD).**

**Respondent's particulars:**

Name (Optional)	:		Gender	:	
Section	:		Level	:	
Total Service (yrs )	:		Age:	:	

Sl No.	Statements	SA	A	N	D	SD
1.	I like my job because ex-Chairman Subir Raha encouraged working to the best potential.	5	4	3	2	1
2.	We had complete faith in Subir Raha	5	4	3	2	1
3.	I would accept almost any type of job assignment in order to keep working for this organization.	5	4	3	2	1
4.	We feel proud to be associated with ex-Chairman like Subir Raha.	5	4	3	2	1
5.	I have very strong ties with my present job that would be very difficult to break.	5	4	3	2	1
6.	Subir Raha used to articulate a clear vision of the future of the organization	5	4	3	2	1
7.	I am willing to put in a more effort than expected in my job so as to help this organization's success.	5	4	3	2	1
8.	Subir Raha used to motivate his team.	5	4	3	2	1
9.	I like my job as I am aware of the needs to be accomplished.	5	4	3	2	1
10.	Subir Raha encouraged others to re-think their ideas.	5	4	3	2	1
11.	I would be very happy to spend the rest of my career with this organization.	5	4	3	2	1
12.	Subir Raha had a quick insight into the problems.	5	4	3	2	1
13.	I like to spend most of my time at work because of a clear vision of the future.	5	4	3	2	1
14.	Subir Raha urged to build co-operative relationship with immediate colleagues.	5	4	3	2	1
15.	I feel a sense of ownership for this organization inspired by Subir Raha.	5	4	3	2	1
16.	Subir Raha had a distinct vision of the organization that I believe in and am committed to.	5	4	3	2	1
17.	My work is the most rewarding experience.	5	4	3	2	1
18.	During Subir Raha's tenure, I was taught to believe in the values of remaining loyal to this organization.	5	4	3	2	1
19.	Subir Raha tried to understand the other person's view point.	5	4	3	2	1
20.	I find that my values and the company's values are very similar.	5	4	3	2	1