



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN CHARISMATIC LEADERSHIP
BEHAVIORS AND ORGANIZATIONAL COMMITMENT IN AN
EDUCATIONAL INSTITUTION**

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**THE RELATIONSHIP BETWEEN CHARISMATIC LEADERSHIP BEHAVIOR
AND ORGANIZATIONAL COMMITMENT IN AN EDUCATIONAL INSTITUTION**

IIANIS NASUHA BT MOHD SAMSUDIN

**This Project is submitted
in partial fulfillment of the requirements for a
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(Human Resource Development)**

**Faculty of Cognitive Sciences and Human Development
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ABSTRACT

THE RELATIONSHIP BETWEEN CHARISMATIC LEADERSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN AN EDUCATIONAL INSTITUTION.

Hanis Nasuha Binti Mohd Samsudin

A good leader can enhance the effectiveness and commitment of employees to bring about the success of the organization. Thus, this present study attempts to investigate the relationship between charismatic leadership behavior and organizational commitment in an educational institution using a quantitative approach. The questionnaire were distributed among 198 respondents and the data were analyzed using the SPSS Version 22.0. The result reveals that all five characteristics of charismatic leadership behavior have a significant relationship with organizational commitment. Besides, the findings also show that sensitivity to the environment is a dominant factor influencing the organizational commitment. Thus, a charismatic leader can affect the commitment of the employees in order to achieve the mission and vision of the organization.

ABSTRAK

HUBUNGAN ANTARA SIFAT KEPIMPINAN KARISMATIK DAN KOMITMEN ORGANISASI DI INSTITUSI PENGAJIAN.

Hanis Nasuha Binti Mohd Samsudin

Pemimpin yang baik dapat membawa keberkesanan kepada sesebuah organisasi dan komitmen para pekerja dapat membawa kejayaan kepada sesebuah organisasi. Oleh itu, kajian ini bertujuan untuk mengkaji hubungan antara sifat kepimpinan karismatik dan komitmen organisasi di institusi pendidikan. Borang kaji selidik telah diedarkan kepada 198 responden dan data dianalisis menggunakan perisian komputer *SPSS* Versi 22.0. Dapatan kajian mendapati bahawa kesemua lima ciri-ciri sifat kepimpinan karismatik berkait rapat secara signifikan dengan komitmen organisasi. Oleh itu, pemimpin karismatik dapat mempengaruhi komitmen para pekerja untuk mencapai visi dan misi organisasi.

CHAPTER 1

OVERVIEW OF STUDY

1.0 Introduction

This chapter will give an overview of the study of the relationship between charismatic leadership and organizational commitment in the government organization. The chapter includes background of the study, problem statement, research objective, research question, research hypothesis, conceptual framework, definition of term and a summary of this chapter. Generally, in every research of study, chapter one is very crucial and considered as being the gist of this study.

1.1 Background of the study

In this era of the 21th century where the world is growing rapidly with a global economy, people become more competitive for the greatest profit and it gives a big challenge to human resource management to properly train the workforce and provide them with the basic need that requires to achieve this competitive world (Muhammad Hashim & Fazal Hamid, 2012). Human resource is a very important factor for the development of the organization and it largely depends on effective leadership. Leadership is the most important aspect of human resource and it gives the positive direction for human resource to lead the employee in the organization and to help the development of the organization (R.K. Shakir, K. Shashi, and A. Sinha, 2010). According to Unesco (2016), leadership in the education sector, such as a school has a common feature with leadership that is applied in non educational sector. This shows that the leadership style that being applied in business or in

other sector can also be applied by the principal to the school. Effective school depends on the good leader to train the teachers to being loyal, work with competitive and complementary with each other (Bush & Bell, 2003).

Satyendara (2015) stated that a great leader can influence people to perform the task willingly, completely and efficiently and leader also able to make their follower feel that they are an important part of the organization that can lead for them to give the best for the organization. When the employee is willing to perform their task, it can help to achieve their job satisfaction which can improve their job performance. According to Conger and Kanungo (1992), leadership are viewed as a process of social influence that results from the interaction of the group members. This process of social influence can be described as the influence of leaders' behaviors and attitude to the other group members that aim to evoke the compliance and commitment of group members to achieve the group objectives. Conger and Kanungo have developed the behavioral model of charismatic leadership during 1988 and then proposed the new dimension of the model of charismatic leadership behavior in 1992. This behavioral model consists of several components which are sensitive to the environment, sensitivity to the members need, vision and articulation, personal risk and the last one is unconventional behavior. This behavior model had been widely used by scholars throughout the years in studying the field of charismatic leadership style.

Even though the principal is the most important person in the school, but the commitment of the teachers to contribute to the school is the one that drives the success of the school. Organizational commitment is one of the keys to organizational success because without getting full support from the employees, the organization unable to stand. Lyman Porter (1968) had described organizational commitment as the willingness of the employees to give the best to an organization and has a strong desired to stay in an organization to

achieve the organization's goals and values. Furthermore, the three component model of commitment proposed by Allen and Meyer (1991) had received a lot of attention from scholars and been used widely in studying this field. Three component models of commitment is about the involvement of an individual in the organization is because of the psychological state which is an affective commitment, continuance commitment, and normative commitment. Furthermore, three components of commitment give a greater advantage for the employee to increase their commitment and involvement in the organization as well as helping the employee to experience the great feeling of job satisfaction and well-being.

Therefore, in order to gain and maintain the teachers' commitment to the school, it is very important to consider the teachers' perception and views about the behavior of their leader that able to evoke their commitment to the school. Basically, this research aimed to study the relationship between charismatic leadership behavior and organizational commitment in an education institution or in simple words, what is the behavior of a principal that able to evoke the teachers' commitment to the school.

1.2 Problem Statement

This study of charismatic leadership and organizational commitment has been greatly studied by previous researchers which found out several gaps that form the basis for this study to be carried out. The three gaps that can be identified are theoretical gaps, practical gaps, and empirical gaps are explained below.

For the theoretical gaps, the House theory used in the previous study was developed during the 20th Century. House theory was developed by Robert J. House during 1976 who

proposed the behavioral characteristics of the leader who is able to inspire his/her subordinates. Besides, the behavioral model, that used by the previous research proposed by Conger and Kanungo is also developed during the 20th Century. The first behavioral model proposed in 1988 and was modified in 1992. After that, the three-component model of commitment proposed by Allen and Meyer also was developed during the 20th Century which is in 1991. Since the theory and both of the models were developed a decade ago, some of the content or component in the theory and both of the models may not be valid anymore in this 21st Century. Thus, this gap has become one of the indicators for this research to be done to see whether the component in the theory and both of the models can be applied in this 21st Century.

The second gap to be addressed in this study is empirical gaps. The study about charismatic leadership and organizational commitment had been broadly investigated by past researchers and most of this research was studied in the western country since the field of the leadership style and organizational commitment was proposed by scholars from the western country. Besides, the history of charismatic leadership was originally been proposed by Max Weber, who is a German sociologist (Martin, 2016) while organizational commitment was firstly introduced by Becker in 1960. Therefore, most of the research on charismatic leadership and organizational commitment was studied in western countries. There is some research conducted in Malaysia but not directly toward charismatic leadership and organizational commitment, but they are studied separately. Hence, due to this gap, this study is conducted to see if there is a link between charismatic leadership and organizational commitment within the Malaysia organization.

Moreover, the previous research on charismatic leadership and organizational commitment had only focused on the leader's perspective which is emphasized on leadership

style. Having an effective leadership style is one of the factors that will increase the organizational commitment, but the perceptions of the followers to their leader's behavior should be considered because if the followers' perceptions of the behavior of leaders meet the leadership style that's been applied, it will be a factor that will evoke a sense of follower commitment. According to Vondey (2008), the follower's perception of the leader's behavior is very important because it can affect the follower feeling of competence, motivation and also influence follower's behavior. Therefore, this study aims to examine the perceptions of the employees on their leader's charismatic behavior such as the type of behavior that can raise their commitment and loyalty to the organization.

Last but not least, the third gap is practical gap. The previous research is conducted on non education sector, such as manufacturing industry, hospitality industry and agriculture industry. Mostly, charismatic leadership is being applied to business because the characteristic of charismatic leadership such as vision articulation and sensitive to the environment is aimed to increase the profits of the organization. There is a research of the charismatic leadership conducted on the educational institution, but it still a few of research had been done. Since Unesco (2016) stated that leadership in the education sector and non education sector has a common feature, so this study is aimed to see whether charismatic leadership is suitable being applied by the principal to the school in Malaysia and whether charismatic leadership style able to evoke teacher's commitment to the school.

1.3 Research Objectives

A detailed understanding of a study requires clear objectives. Therefore, general objective and specific objectives have been developed to answer the research questions for this research proposal.

1.3.1 General Objective

This study was conducted to examine the relationship between charismatic leadership and organizational commitment in an educational institution.

1.3.2 Specific Objectives

The specific objectives of this study are:

1. To determine the relationship between vision and articulation and organizational commitment.
2. To determine the relationship between sensitivity to members need and organizational commitment.
3. To determine the relationship between personal risk and organizational commitment.
4. To determine the relationship between unconventional behavior and organizational commitment.
5. To determine the relationship between sensitivity to the environment and organizational commitment
6. To determine the dominant factor of charismatic leadership behavior, influencing organizational commitment.

1.4 Research Questions

There are several research questions identified from the specific objectives of this research. The research questions of this study are as follows:

1. Does vision and articulation have a relationship with organizational commitment?
2. Does sensitivity to members need have a relationship with organizational commitment?
3. Does personal risk have a relationship with organizational commitment?
4. Does unconventional behavior have a relationship with organizational commitment?
5. Does sensitivity to the environment have a relationship with organizational commitment?
6. Is there a dominant factor of charismatic leadership behavior, influencing organizational commitment?

1.5 Research Hypotheses

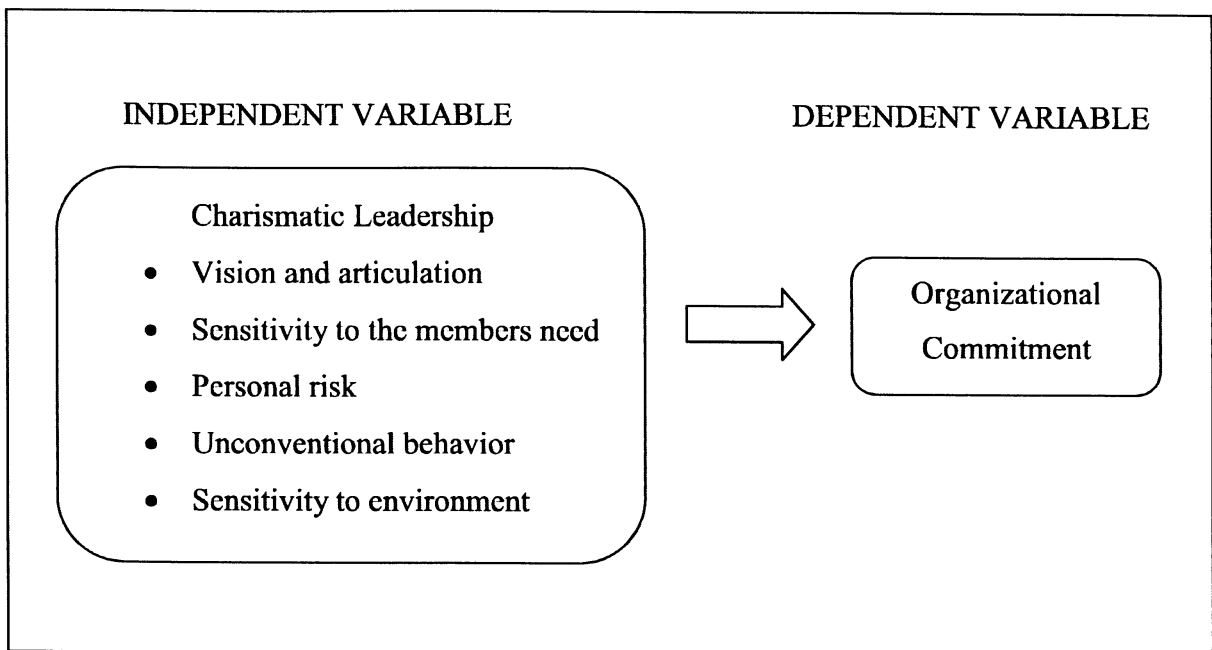
There are several hypotheses that are already identified and developed to be tested in this study. The hypotheses of the study are:

Hypotheses	Statement
H1	There is a significant relationship between vision and articulation and organizational commitment.
H2	There is a significant relationship between sensitivity to members need and organizational commitment.

- H3 There is a significant relationship between personal risk and organizational commitment.
- H4 There is a significant relationship between unconventional behavior and organizational commitment.
- H5 There is a significant relationship between sensitivity to the environment and organizational commitment.
- H6 There is a dominant factor in charismatic leadership behavior, influencing organizational commitment.

1.6 Conceptual Framework

Figures 1: Conceptual Framework



Source: Adopted from Conger and Kanungo (1987)

1.7 Definition of Terms

In this study, there are two types of definition of terms of concern the researcher.

These definitions of terms are known as conceptual definitions and operational definitions.

The definitions of terms are:

1.7.1 Charismatic Leadership

Conceptual

Weber (1974) defines the charismatic leadership as a person who has a special personality characteristic such as prominent and exceptional power that can result for them to be treated as a leader. Bass (1985) describes charismatic leaders as leader who have authority and influence on their follower while according to Conger and Kanungo (1988), Ehrhart and Klein (2001) and Jacobsen and House (2001), a charismatic leader is a person who is able to provide the clarity when there is unclear situation, motivate change by coming out with strategic vision and ability to resolve the shortcoming

Operational

Charismatic leadership refers to the leaders who are possess a good personality that able to motivate their followers with their positive behavior and also able to build employee self-efficacy and motivation. This characteristic of charismatic leadership is able to build up their follower believe in achieving the organization's vision. According to Conger and Kanungo (1992), charismatic leadership is the influence of the behavior and attitude of the leader to their follower that aim to increase their follower sense of involvement and commitment to the group. The behavior of leader that proposed by Conger and Kanungo are vision and articulation, sensitive to the members need, personal risk, unconventional behavior and sensitivity to the environment. Vision and articulation refers to the leader who is able to seize new opportunities to achieve the goals of the organization. Sensitivity to the members need refers to the leader who is concerned about the need and well being of their employees.

Besides, personal risk refers to the leader who are willing to take a risk and extra effort for the sake to achieve the vision of the organization, whereas unconventional behavior refers to the positive behavior of the leader that able to make as a role model and able to be a motivation to their employees. The last one is sensitivity to the environment refers to the leader who are able to recognize the constraint in the environment that able to against the achievement of the organization.

1.7.2 Organizational Commitment

Conceptual

Mowday et al (1979) defines organizational commitment as the strength of an individual's identification with the involvement of the organization, while according to Allen and Meyer (1990) organizational commitment can be defined as individual who involve in the organization is because of the psychological state. Organizational commitment also can define as the involvement of the individual to the organization because of the psychological attachment which can reflect the behavior of the individual to the organization. In addition, Porter (1985) defines organizational commitment as the strength of the individual's involvement in the organization. Then, Rowden (2000) in his study revealed that the strong positive in organizational commitment has a positive in work performance, loyalty, job satisfaction and has a negative in absenteeism and turnover.

Operational

Organizational commitment can be referred to the individual who has a desired to commit to the organization because of her/his own need which can lead to high engagement, high job satisfaction, high of retention, increase effort expenditure and decreased of absenteeism. As according to Allen and Meyer (1991), organizational commitment refers to