



Faculty of Cognitive Sciences and Human Development

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES' JOB
COMMITMENT IN AN ORGANIZATION**

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(Human Resource Development)**

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**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES' JOB COMMITMENT IN
AN ORGANIZATION**

CHOO CHIEW ERH

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
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(2020)

The project entitled ‘The Effect of Leadership Styles on Employees’ Job Commitment in An Organization’ was prepared by Choo Chiew Erh and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ABSTRACT

This study examines the relationship between (1) transformational leadership style, (2) transactional leadership style, and (3) laissez-faire leadership style and employees' job commitment in an organization. The study sample consisted of 85 employees employed in an organization in Pulau Pinang. The results showed that there was a strong, positive correlation between transformational leadership style and employees' job commitment, whereas transactional leadership style showed that there was a small, positive relationship with employees' job commitment. Besides that, laissez-faire leadership style had an insignificant relationship with employees' job commitment in the study context. Researcher concluded by suggesting some directions for such research.

Keywords: transformational leadership style, transactional leadership style, laissez-faire leadership style, employees' job commitment

ABSTRAK

Kajian ini mengkaji hubungan antara (1) gaya kepemimpinan transformasional, (2) gaya kepemimpinan transaksional, dan (3) gaya kepemimpinan laissez-faire dan komitmen pekerja dalam sebuah organisasi. Sampel kajian terdiri daripada 85 pekerja yang bekerja di sebuah organisasi di Pulau Pinang. Hasil kajian menunjukkan bahawa terdapat korelasi positif yang kuat antara gaya kepemimpinan transformasional dan komitmen pekerja, sedangkan gaya kepemimpinan transaksional menunjukkan bahawa terdapat hubungan positif dan kecil dengan komitmen pekerja. Selain itu, gaya kepemimpinan laissez-faire mempunyai hubungan yang tidak signifikan dengan komitmen pekerja dalam konteks kajian. Penyelidik membuat kesimpulan dengan mencadangkan beberapa arah untuk penyelidikan tersebut.

Kata kunci: *gaya kepemimpinan transformasional, gaya kepemimpinan transaksional, gaya kepemimpinan laissez-faire, komitmen pekerja*

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CHAPTER 1

INTRODUCTION

1.0 Background of Study

Leadership style became the most common element that impact the behaviors and attitudes of employees including organizational commitment. Referring to Alkahtani (2015), when leaders lead subordinates in organization, they have adopted different styles in order to accomplish similar goal and lead the organization towards success. Besides that, leadership styles have become significant issues in the area of management and a lot of investigators examined leadership styles as a substantial variable on how it influences the employees in an organization function (Wu, 2009). Without a powerful leadership approach, it is hard for employers keep the productivity, profitability and competitive benefits in organizations (Yahaya & Ebrahim, 2016).

Nowadays, the effectiveness of an organization strengthened if the organization's vision, mission and goals are committed to employees. Organizations face new challenges in development of organizational commitment. Research conducted by Schein (2004), mentioned that an organization's success depends on job commitment. Therefore, the concept of job commitment is crucial for understanding. Panayiotis, Pepper, & Philips (2011), stated that job commitment is very vital as it leads to organizational performance, absenteeism, turnover, positive citizenship behaviors and intention which may ultimately affect the growth and success of organization. Hence, through various research by researchers, organizational commitment has significant connotations for employees and employers in organizations.

For an organization, it is critical to figure out which aspects play a major character or significantly impact on improving employees' job commitment. Referring to Swanepoel, Erasmus, Van Wyk, & Scheck (2000), they argued that employee commitment can be promoted by leadership style and it is critical for organizations to execute, gain competitive benefit, business strategy, achieve their goals and optimize human capital successfully. In addition, organizational effectiveness, job satisfaction, organizational culture as well as job commitment have a relationship between leadership models. Previous research in South Africa conducted by Garg & Ramjee (2013), proved that transformational and transactional leadership styles have impact on job commitment positively.

Hence, this study concluded that the critical factor to develop an organization's commitment among employees is leadership. It is important for a company to have subordinates who are dedicated to the organization's goals, motivated and committed in order to enhance its origin competencies and obtain competitive benefits which can assurance that the companies succeed.

1.1 Problem Statement

In spite of the fact that the theory of leadership has been utilized since the early of the 19th and 20th century, however most of leadership literature fails to make clear distinctions in certain definitions some ways, confusing the definition of effective leadership in recent year (Bučiūnienė & Škudienė, 2008). Besides, the knowledge of leadership lacks coherence and agreement to all HRD practitioners and organization (Jing & Avery, 2008). From the study of Day (2012), a number of studies about leadership proved that there are still not clear and inconsistent results were emerged and there has no agreement upon a method to measure the nature and repercussion of successful leadership.

Other than that, most of the research concentrate on constructive leadership methods such as transformational leadership style, authentic leadership and ethical leadership even though destructive leadership styles are more common use in work life (Krasikova, Green, & LeBreton, 2013). Although consequence for subordinates and organizations appear to be devastating, the existing empirical research on behavior of destructive leadership is limited (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Laissez-faire leadership is rarely addressed in research unless it is considered a non-leader (Tosunoglu, 2016). There are a few studies have investigated the impact of transformational leadership style and transactional leadership style on job commitment (Ali Shurbagi, 2014; Bushra, Usman, & Naveed, 2011; Nguni, Slegers, & Denessen, 2006; Riaz, Akram, & Ijaz, 2011; Tipu, Ryan, & Fantasy, 2012) but not many studies were found laissez-faire leadership style directly impact on employee's job commitment in an organization. Therefore, this research will use laissez-faire leadership style with

another two variables to test with employees' job commitment.

According to Mahdi, Mohd, & Almsafir (2014), it is typical criticism in Malaysia that workers are no longer stay faithfully in an organization like previous time because of low commitment in the organization and employees likely to leave the company because of higher salary. A study from Abbas & Asghar (2010), stated that an organization's success depends on how the organization makes use of its competencies and human capitals but also on how it inspires commitment to the organization. Therefore, the major problems that face by Malaysian company is stimulate a sense of commitment among the employee as well as implant commitment and loyalty to employees. The target of this study is to identify whether leadership styles have influence on job commitment of employees in an organization that located in Malaysia.

1.2 Research Objectives

1.2.1 General Objective

The general objective of this study is to identify the effect of leadership styles on employees' job commitment in an organization.

1.2.2 Specific Objectives

1. To identify the effect of transformational leadership style on employees' job commitment in an organization.
2. To identify the effect of transactional leadership style on employees' job commitment in an organization.
3. To identify the effect of laissez-faire leadership style on employees' job commitment in an organization.

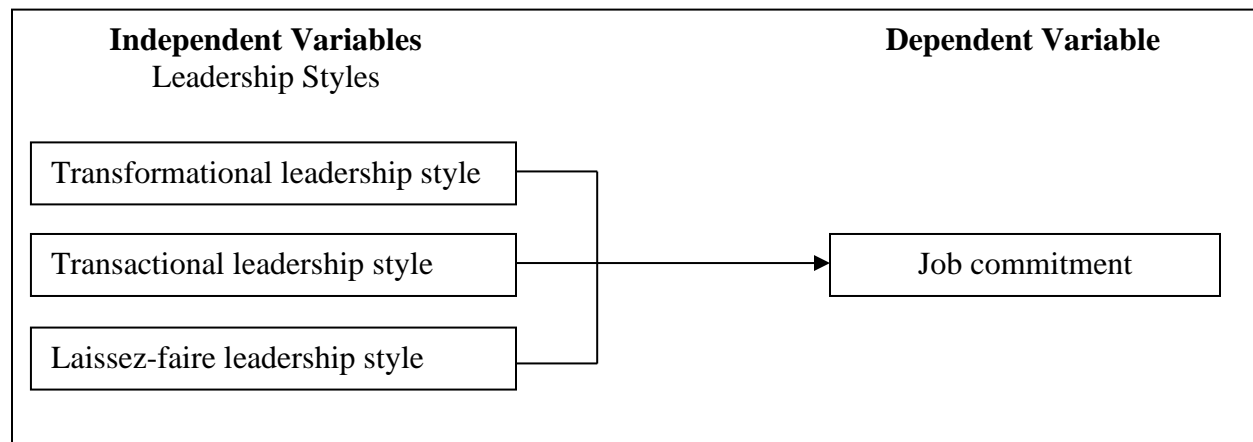
1.3 Research Hypothesis

H_{a1}: There is a significant relationship between transformational leadership style and employees' job commitment in an organization.

H_{a2}: There is a significant relationship between transactional leadership style and employees' job commitment in an organization.

H_{a3}: There is a significant relationship between laissez-faire leadership style and employees' job commitment in an organization.

1.4 Conceptual Framework



Sources: Njoroge, D., Gachunga, H., & Kihoro, J, 2015; Aghashahi, B., Davarpanah, A., Omar, R., & Sarli, M, 2013; and Silva, D., & Mendis, B, 2017.

Figure 1. Conceptual Framework

This aim of this study is to identify the effect of leadership styles on employees' job commitment in an organization. Figure 1 showed the independent variables and dependent variables in this study. There are three independent variables shown in the figure which are transformational leadership style, transactional leadership style and laissez-faire leadership style. Besides that, dependent variable of this research is job commitment in an organization.

1.5 Significance of Study

This study was carried out to investigate the relationship that exists between leadership styles and job commitment of employees in an organization. It also contributes to the knowledge of how a leader's leadership style affects employees' organization commitment in an organization. Apart from this, the result of this research will be used in the future as guidance for any organization to strengthen their organizational commitment based on the selected leadership style.

Other than that, this study also helps researchers in the future as it benefits them to explore relevant information regarding with the preferable leadership style towards the organization which will lead to improvement of the overall job commitment. Not only enables researchers to seek related data, it also significant for researchers as it can also be used as a guidance for the future studies particularly in quantitative method for research.

In addition, this research is also vital for HRD practitioner especially for top management in an organization. This research will help the HRD practitioner classify how their leaders' style of leadership. Moreover, it also determines how a leader can create and apply a productive leadership styles to lead their employees as well as to enhance job commitment on employees in an organization.

1.6 Limitation of Study

There are number of limitations in this research. The first limitation of this project is only concentrate on three types of leadership styles which are transformational leadership style, transactional leadership style and laissez leadership style as factors that influence worker's commitment in an organization.

Other than that, this sample of study is limited to employees in one organization and it is done only within the area of Pulau Pinang. Employees from other organizations do not have the chances to participate in this research. Hence, the findings of this research are not considered a representative for the entire population. It also could not be used to generalize other organization in Malaysia. Besides, the selection of respondents was based on their status as an employee to answer the questionnaire. Therefore, it will affect the overall findings of this research if the respondents fail to cooperate in answering related questions.

In the perspective of the methodology that is being used in this study is quantitative method by distributing a set of questionnaires. Thus, the results of this study may not be accurate and the chances of having an invalid or error in the data is quite high. So, this research could not be more solid and advance with a good data as observation and interview were not being conducted.

1.7 Definition of Terms

The definitions of related components are explained in both conceptual and operational forms as shown in the following Table 1.

Table 1

Conceptual and Operational Definitions of Terms

Term	Conceptual Definition	Operational Definition
Leadership style	Ghafoor, Qureshi, Khan, & Hijazi (2011), asserted that leadership style is a method that assist followers to accomplish their objectives as they operate in the organizational setting, it stimulate subordinates to be adaptive, open and creative to new and developed practices and changes in the surroundings.	Leadership style is a leader's manner to influence other group members or subordinates toward the achievement of goals by leading individuals contribute to the efficiency and success of their organization.

Transformational leadership style	Schepers, Wetzels, & De (2005), defined that transformational leader enable to lead employees to think artistically, figure out problems from multiple perspectives and investigate new and better clarification through the application of technology.	Transformational leaders use their charisma to transform and revitalize their workforce without micromanaging. Besides, transformational leaders stimulate subordinates to transcend their own self-interest for bringing benefit to the company. They can also have a profound and extraordinary effect to followers.
Transactional leadership style	According to Bass (1985), defined to an interchange between leaders and his or her subordinates where leader set specific objectives, monitors the progress as well as identified expected reward when goals are accomplished.	Leaders help companies accomplish their goals based on job performance to value incentives and make sure that subordinates have resources needed to complete the job. They lead the subordinates in the guidance of established objective by interpret character and tasks requirement.

Laissez-faire leadership style	Bass & Avolio (1990), described laissez-faire leadership as “the absence of leadership” and “the avoidance of intervention”.	Laissez-faire leader like to hands off and allow employees to make their own decision.
Job commitment	Henkin & Marchiori (2003), specified job commitment is a sense that reflects subordinates to be part of the company and promote the organization’s goals, values, norms and ethical standards.	Job commitment refers to employees’ loyalty toward the organization, their willingness to persist working for the companies and a sense of belonging to the organization.

1.8 Summary

Overall, this chapter have discussed about the effect of leadership styles and job commitment. It included background of study, problem statement, hypothesis, research objective as well as research questions and research framework. It also discussed about significance of study, limitations of the study and definition of terms. Next chapter relates to the literature review for this study.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

In this section, it discussed the related literature review. The first session discussed about the concept and element of leadership styles and job commitment. Moreover, this chapter discussed the related theories or model and similar findings in the past. Lastly concluded this chapter with a short summary.

2.1 Pertinent Issues Related to the Study

2.1.1 Concept of Leadership Style

Leadership has always existed no matter in what era as long as people connected with others and leadership display in all societies, cultures regardless their social or commercial make up (Day, 2012). Referring to Amanchukwu, Stanley, & Ololube (2015), leadership described as a process in which an individual affects a group of members to accomplish a common goal by implementing the ways leaders and followers think from the aspect of ability, proficiency and principles. So, this is an ongoing process to establish and maintain connection between those who desire to guide and those who are willing to pursue (Hersey, Blanchard, & Johnson, 2007). In other words, Yukl (2008), stated that leadership is interplay between leaders and followers in which leaders are tried to authority followers to accomplish a similar objective.

In organizational management, leaders who connect with subordinates from different backgrounds will develop different types of leadership styles even though a new leadership style is defined frequently in order to generate a better performance (Zehir, Ertosun, Zehir, & Muceldili, 2011). Other than that, leadership style means that the ability to provide references and guidance for subordinates and put into action for planning, inspiring people in work or

organizational context (Northouse, 2018). Similarly, Al-Daibat (2017), stated that leadership styles as a series of behaviors displayed by a leader within the organizations due to internal or external stress and therefore it has directly impact on subordinates' organizational attitudes either positively or negatively. Hence, leadership style is a combination between belief and manner of conducting oneself in which it guides peoples to certain regularity when facing with team groups (Dubrin, 2004).

As leadership comprises a type of responsibility designed to achieve specific goals by applying human resources and material resources in order to make sure the process in the organizations are coordinated (Amanchukwu et al., 2015). Full range leadership model introduced that the leadership is a continuous process which starting from the non-effective leadership approach (*laissez-faire* leadership) to a commit leadership style (transactional leadership) and end at an inspiring leadership style (transformational leadership) which stated by Yasir, Imran, Irshad, Mohamad, & Khan (2016).

2.1.2 Transformational Leadership Style

According to Doucet, Fredette, Simard, & Tremblay (2015), transformational leadership recognized as a visionary leadership that this style of leaders usually inspire and lead its subordinates by contributing them a vision. In other words, transformational leaders prefer to apply their vision and charisma to drive their employees to exceed expectations in order to fulfill their potential. Referring to Tajasom, Hung, Nikbin, & Hyun (2015), transformational leaders assistance their subordinates to achieve the objectives of the organizational over their own interest by influencing their personalities, beliefs and values. Furthermore, Yukl (2008), also identified that transformational leadership can shift the mindset of employees in an organization in the way to commit organization's mission, vision and objectives.

Avolio & Bass (2004), have conceptualized transformational leadership in four behavioral elements: idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

Idealized influence: A leader with charisma action that purposely put attention on values, belief and sense of motivation (Antonakis, Avolio, & Sivasubramaniam, 2003). The charismatic behavior such as discussing about beliefs and values of an individual, highlight the purpose and composite mission as well as to recognize the moral impact of their decisions. Leaders have the ability to attract more attention from followers and others because of their noble moral values and ethical consequences of decision (Northouse, 2018).

Inspirational motivation: A leader coherently spoken an ambition for future, take a risk with followers in high standards, communicate expectantly and eagerness, giving inspiration examples that activate others and mean what needs to be done (Johnson, 2009). Even without leadership, inspirational motivation can generate individual's performance and effort which

exceed normal expectations, thereby cultivating followers who can solve their challenges independently (Tajasom et al., 2015).

Intellectual stimulation: Referring to Johnson (2009), stated that intellectual stimulation encourages their followers in creating new thoughts and never disparage them in publicity for the faults devoted to them. The leaders concentrate on the issues and prohibit emphasis on accusing part of it. They have no reluctance in neglecting an ancient practice done by them if it found unproductive. Intellectual stimulation is related to the intellectual capability of the leader. It challenges followers to redouble and concentrate on their efforts in order to use innovation and creativity in solving the problems and actively participate in making a group decision (Hoyt, Goethals & Riggio, 2006).

Individual consideration: Individual consideration enables leaders to form a correlation that goes ahead the mere exchange relationship. Leaders act as adviser to their follower and treated them variously according to their ability and intelligence in order to get subordinates to attain their full potential (Tajasom et al., 2015) . Besides, they are always contributing with the needed support and enabling to make decisions to enforce their decision (Johnson, 2009).

2.1.3 Transactional Leadership Style

Transactional leadership is valuable for a leader who aims to achieve organizational goal by applying carrot and stick approach (Al-Daibat, 2017). Leaders provide reward to subordinates when employees accomplish the tasks. A transactional leader also concentrates more with the followers' performance and the result of the tasks. Besides that, this style of leaders do not request employees to create any creative methods when doing task (Asrar-ul-Haq & Kuchinke, 2016). Transactional leadership unlike transformational leadership due to transactional leaders do not personalize the needs of their employees or aim the attention on their personal development (Mahdi et al., 2014).

Referring to Smith, Eldridge, & DeJoy (2016), transactional leadership is recognized as a corrective approach and another two elements which are contingent reward and management by exception (active and passive). For contingent reward, leaders adopt incentives in order to get an ideal result from their employees. Transactional leaders that apply this element prepared to contribute any assistance in exchange for the effort paid by followers and incentives is adopted when followers satisfied leaders' expectation (Wilkin, Coleman, Felfe, Goihl, Odumeru, Ifeanyi, & Serrat, 2015).

Moreover, under transactional active actions (active management by exception), they are more likely to solve the problem before it happened (Smith et al., 2016). Similarly to the researchers by Kark, Van Dijk, & Vashdi (2018), stated that transactional leaders take immediate action and control their subordinates when errors or deviation the regulation and expectation occurred. Whereas for the management by exception passive, they only get involved when there is an extraordinary situation occurred (Smith et al., 2016).

2.1.4 Laissez-faire Leadership Style

In laissez-faire leadership literature, laissez-faire leaders influence group members in workplace by let the things to them for acting and hand off (Northouse, 2018). According to Tosunoglu (2016), stated that laissez-faire leadership is defined as an individual who does not use authority, always avoid in making any decisions and abdicates responsibility. Besides that, when employees are high skilled, capable and willing to do anything, laissez-faire leaders become more efficient as they do not engage in the development of workers, avoid in giving a clear guidance and also avoid in giving incentives to workers (Zareen, Razzaq, & Mujtaba, 2015). In other words, laissez faire leadership styles defined as lack of effective leadership skills and likely to avoid decision making. Not only that, this type of leader chooses to ignore existing issues, refuse to interfere and avoid proactive interaction with the followers or group members.

The research from Einarsen, Aasland, & Skogstad (2007), stated that laissez-faire leadership is recognized as destructive leadership. They argued that laissez-faire leadership undermines the legal rights of employees and organizations' goals and objective. Besides, laissez faire leaders disregard on purpose to their duties and responsibilities to them although they have been designated to a leadership position and employ these positions physically. From this situation, laissez-faire leadership should be considered not only as "lack of presence", however it also as "zero leadership" (Tosunoglu, 2016).

Other than that, Long & Thean (2011), asserted that laissez-faire leadership is the contrast of transactional leadership and transformational leadership. Some of the studies regularly showed that one of the least satisfying and low productivity leadership style is laissez-fair leadership. This is also one of the vital reasons a few researchers make decision in order to exclude laissez-fair leadership style from their explorations.

2.1.5 Job Commitment

The research of job commitment of employees has been broadly carried out in various forms and it is an important topic for organizations. Organizations are constantly seeking for the committed human resource as well as to accomplish its strategic objectives. Luthans & Youssef (2007), stated that organizational commitment is a behavior that reflects the feeling of employees' faithfulness to the organization. Besides, it is also a continuous process through which the members of organization display their interest towards the association and its continued make achievement and well-being. In a company, organizational commitment is recognized as a valuable approach. Referring to Kaygin, Yilmaz, Güllüce, & Salik (2016), to achieve the organizational goal and obtain the organization's needs, employees' commitment is vital as the they need to participate with their needs, interests. In other words, it highlights that organizational commitment is an individual's expression of faithful and enthusiasm towards an organization.

Other than that, Chen & Hong (2005), also argued that employees are more willing to put more effort and work harder in order to achieve organizational goals and committed with others if the employees accept and build trust to the value of the organization .Similarly, Jiang & Huang (2002), also proved that a strong organizational commitment between employees and leaders will bring benefit to the company as the relations shows that workers have high perception on organizational identity.

Apart from that, organizational commitment is crucial to maintain and draw attention on high quality workers, as only satisfied and loyal workers will be eager to stay in touch with their association and make great effort to achieve its goals (Nagar, 2012). Not only that, issues that related to employees' commitment has been studied in many sectors which are international

sector, public and private sector and lastly non-profit sector. Previous studies focused on the definition of the theory however in recent research keep investigate job commitment through two popular suggestions that are attitudes related to commitment and behaviors related to commitment. Job commitment not just make an increase on the achievement of certain roles, but also boosting individuals to be more spontaneous and independent to proceed individual deed that essential for organizational life, reducing absenteeism, turnover and increasing organizational productivity (Jernigan III, Beggs, & Kohut, 2002).

2.2. Past Similar Finding

2.2.1 Relationship Between Transformational Leadership Style and Job Commitment

According to researchers Zaraket & Sawma (2018), stated that leaders with transformational style can inspire and strengthen employees' organizational commitment and motivation through their obligation and provides chances for them to straighten out the problems creatively. Other researchers such as Sadeghi & Pihie (2012), conducted a research which involved 156 employees from the amount of 11 manufacturing companies in Malaysia and concluded that there is a stronger and significant correlation with transformational leadership and three dimensions of organizational commitment which is affective commitment, continuance commitment and continuance commitment.

Similarly, the studied by Lo, Ramayah, & Min (2009), showed that three sub variables of transformational leadership styles which are intellectual stimulation, idealized influence and inspirational motivation with the two components of organizational commitment namely affective commitment and normative commitment have affects each other positively. Whereas for intellectual stimulation and individualized consideration were have a positive correlation between continuance commitment. Not only that, another past research by Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf (2011), also found out that transformational leadership has a positive correlation with normative commitment and affective commitment. In contrast for continuance commitment, the researchers found a negative linkage between transformational leadership.

Referring to Azman, Hasan Al-Banna, Ahmad, Mohd Hamran, & Munirah (2011); Al-Daibat (2017); and Al Zefeiti (2017), summarized that transformational leadership and organizational commitment have affects each other significantly. In addition, the research of

Djalali, Christine, & Farid (2017), conducted in Indonesia which aimed to investigate the relationship between transformational leadership on organizational commitment and citizenship behavior of the level of managers also showed that there is a correlation between these three variables.

2.2.2 Relationship Between Transactional Leadership Style and Job Commitment

The finding that carried out by Hayward, Goss, & Tolmay (2004), found that insignificant correlation between affective, normative and continuance commitment and transactional leadership. Hence, their results showed that transactional leadership is not suitable to establish organizational commitment from employees while transformational leadership is preferable leadership styles for an organization. Similarly to Abasilim, Gbervbie, & Osibanjo, (2019), stated that transformational leaders was more related to employees' organizational commitment compared to transactional leaders.

However, a study of engineers and scientists that conducted in Singapore by Lee (2005), found that transactional leadership and transformational leadership bring a greater influence in the relationship between organization commitment and all dimensions of leader member exchange (LMX). However, the finding found out that transactional leadership has a negative linkage with one of the dimensions in LMX which is loyalty. Therefore, Lee (2005) makes a conclusion that transactional leadership has greater effect on affective than normative commitment. Similarly to Mohamud Dahie, Abdi Mohamed, Ahmed Mohamed, & Student (2017), conducted a research to explore the relationship between leadership styles and their dimensions on the organization commitment among Nigerian bank workers by distributing a total of 200 questionnaires and 158 respondents answered the survey. The finding revealed that certain elements of transformational and transactional leadership has affect organizational

commitment positively, however transactional leaders have greater influenced than transformational leaders.

2.2.3 Relationship Between Laissez-faire Leadership Style and Job commitment

Referring to Erkutlu (2008), a study in Turkey which involved such as 722 participants from 60 boutique hotels revealed that the four dimensions of transformational leadership and both organizational commitment and job satisfaction have affects each other positively. However, the researcher found that transactional leadership and lassie-faire leadership have negative impact on job satisfaction and organizational commitment. Sabah (2015), conducted a study aimed to determine the impact of leadership styles (transformational style, laissez faire style and transactional style) on employee's commitment in a bank which located in Biskra state of Algeria. The finding showed that laissez-faire leadership style has no significant effect towards organization commitment.

Similarly, an investigation in relation to the influences which was conducted on the leadership style of organizational commitment in which various existing leadership style were included such as laissez-faire leadership, democratic leadership and autocratic leadership. Moreover, three dimensions of organizational commitment were included such as affective, normative and other existing dimension which is continuance commitment. The finding stated that laissez faire leadership style and democratic leadership styles does not have significant impact on employees' commitment (Al-Daibat, 2017).

2.3 Theories/ Model

2.3.1 Transformational Theory

From the researcher Burns (1978), established the concept of transformational theory who stated that this theory as an interaction when leader and followers elevate individuals to a better level of morality and motivation as cited in (Kuhnert & Lewis, 1987). Specifically, Burns' transformational leadership theory is a style in which leader stimulate spiritually and inspire their subordinates to establish commitment for the organizational goals and mission by stepping out their self-interests as cited in (Kuhnert & Lewis, 1987). The application of these concept in the leadership framework of an organization indicates that subordinates' ethics and concentrate on organizational interests can be generated if subordinates' potentials and intellectuals are stimulated by leaders (Ismail et al., 2011).

Other than that, transformational leaders lead to emotions and achievement of followers as its prominence on concerning followers by boosting the mission and goals that followers maybe able to reach more than their own anticipation with extra work hard. According to Mahsud, Yukl, & Prussia (2010), followers more intended to trust, admire, loyalty and respect to transformational leaders. The aim of transformational leadership theory is to change individual as well as organizations in an exact perception to change them in mentally and physically; broaden the view, understanding and insight; clarify purpose; consistently develop beliefs and, behaviors, values or ethics; convey about the changes that are protracted, unbounded to our own and momentum building (Givens, 2008).

2.3.2 Transactional Leadership Theory

Transactional leadership is developed by Burns (1978) as cited in (Kuhnert & Lewis, 1987). Transactional leadership established when a person has an interaction with others for the intention of exchanging valuable things that maybe in the aspect of economically, politically or psychologically in nature (Burns, 1978, as cited in Kuhnert & Lewis, 1987). Bass (1985), lengthened Burns' work and one of the theories which is transactional leadership theory has been proposed. The meaning of this theory is characterized by the exchange value that occurs between group member of the company, followers or team leaders. This theory also can mean that transaction situation between manager and subordinates.

According to Avolio & Bass (1994), stated that the exchange in transactional leadership style is depending on the interaction between leader and followers on the rewards and requirements that the follower will receive when they fulfill those conditions. Referring to Ben & Agu (2012), stated that transactional leadership centralized on the exchange relationship between leader and follower. Followers behave in accordance and leaders rewards them by seeing their efforts. If the follower does not comply, the reward may be negative like punitive action ; whereas it can be positive reward for example applause and appreciation to group member and also recognitions if subordinates adheres to the intent and direction determined by the leader and accomplish the given mission and goals. In the other words, this theory also means that to exchange the connection between head of department such as manager or top management and follower in order to satisfy their own self-interests. Transactional leaders will inspire group members to accomplish predictable performance by stimulate followers become familiar with the goals or target set by organization, build up trust in the expected performance and also the attitude of responsibility towards task (Riaz, Akram, & Ijaz, 2011).

2.3.3 Model of Employee Commitment

Researchers have found out the three crucial dimensions that related to the definition of organizational commitment. According to Meyer & Allen (1997), described that there are a three-component model of organizational commitment which are affective, normative and continuance commitment. Each of the dimensions has their specific definition. For affective commitment, it described to the emotional feeling of the employees towards the organization (Meyer, Allen, & Gellatly, 1990). Hence, employees with high level of affective commitment will feel attached and working in the organization is satisfying and the employees are willingly to stay with the organization. According to Scott, Colquitt, Paddock, & Judge (2010), stated that employees with high level of commitment are willing to work harder as long as they are able and inclined to organizational citizenship attitudes and engage in more interpersonal relationships.

In addition, the second component is continuance commitment. Continuance commitment described to a commitment that is based on the employees' cost together with leaving the organization (Allen & Meyer, 1996). Therefore, some of the workers remain to stay with the organization that they worked because they know that leaving the organization would be costly. It also defined as employees with these types of commitment have a strong mindset that if they leave the organization, they will lose a lot of benefits and all, so they prefer to stay in the organization. According to Ramay (2012), normative commitment is one of the obligation methods that it becomes one part of an employee that the employees are agreeable to remain working in the organization. In the other words, normative commitment can be described to employee feeling of moral obligation.

2.4 Summary

Overall, this chapter discussed the context of the study. Moreover, the researcher related this chapter with past results that found by other researchers and lastly discussed the theories that related to this research. Next, chapter 3 will focus on the research methodology in this research.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter discussed on the methodology that used in conducting this study. There was a discussion on research design which consists of population, sample and sampling techniques. Meanwhile, this chapter also deliberated about the pilot study, validity and reliability of the instrument, ethics of the study, data collection procedures and data analysis procedure. Lastly, this study was concluded with a short summary.

3.1 Research Design

In this study, correlation design was used as the research design. From the researcher (Apuke, 2017), highlight that the result of correlation design is adopted to determine the extent of the relationship between two or more variables within the population. Besides that, correlation design is also the first type of design that conducted when researchers want to investigate the degree where two or more variables co-vary (Apuke, 2017). In other words, it is easier for investigator to figure out how significant the correlation between both sets of variables. In this study, the relationship between independent variables (transformational leadership style, transactional leadership style and laissez-faire leadership styles) and dependent variable (job commitment) of employees in an organization were tested.

Other than that, a quantitative research methodology was used as it fits to obtain information regarding leadership style and employee's job commitment in an organization. Apuke (2017), describe the quantitative research method starts with an issue through collecting data and using the mathematical method such as statistics for analyzing data. Therefore, quantitative research technique analysis of data using statistical methods makes the results

reliable and objective as well as reduces the complexity of the problems.

This research adopted the method of survey research design. According to Apuke (2017), survey research as a form of quantitative research that encompasses the employ of scientific sampling method to measure the given population's characteristics through a designed questionnaires by way of utilization statistical methods. Therefore, a closed-ended questionnaire was used to be constructed and distributed to the target population.

3.2 Population, Sample and Sampling Technique

The population of this research was conducted in a manufacturing company that located in Batu Kawan, Pulau Pinang. The total population in this company was 120 employees. Employees from the selected organization that located in Pulau Pinang was chosen as the sample in this research.

Moreover, this study adopted a non-probability sampling method. Convenience sampling technique was applied in this study. Convenience sampling is a method that collecting data from the population by involving respondents who are conveniently available as they were easily approachable (Sedgwick, 2013). Therefore, before collecting data, the appropriate sample size should be accurately calculated. A mathematical formula that suggested by Luck, Talyor, & Robin (1987), was adopted in this study to determine the minimum sample size as shown in below:

$$S = \frac{S_0}{1 + \frac{S_0}{N}}$$

Formula:

$$S_0 = \frac{(Z)(Z) \times pq}{(e)(e)}$$

Where as

S= size of the sample

N= size of the population

p= population proportion or 0.5

q= (1-p) or 0.5

e= the proportion of sampling error or 0.05

Z= The standard score corresponding to given confidence level or 1.625

As a result,

$$\begin{aligned} S_0 &= \frac{(Z)(Z) \times pq}{(e)(e)} \\ &= \frac{(1.625)(1.25) \times (0.5)(0.5)}{(0.05)(0.05)} \\ &= 264 \end{aligned}$$

Thus,

$$\begin{aligned} S &= \frac{S_0}{1 + \frac{S_0}{N}} \\ &= \frac{264}{1 + \frac{264}{120}} \\ &= 83 \end{aligned}$$

From the calculation above, the minimum sample size for this study was 83 respondents.

However, this study selected 85 respondents as the sample size.

3.3 Research Instrument

The research instrument conducted in this study was a closed-ended questionnaire. Questionnaires were constructed and used an instrument of accumulation addressing important data for the study. Furthermore, questionnaire method was used in this study as it is an inexpensive and easier way to collect and summarize data from a large pool of respondents in a short time.

The questionnaire was divided into three measurement dimensions which are Section A, B and C. Section A related to leadership styles, followed by Section B discussed about job commitment and Section C is demographic profile. The questionnaire was developed by adapting some sources or items which were modified from the past literature. Besides, English language was prepared in this questionnaire. The description of the questionnaire was shown in Table 2.

Moreover, for Section A and Section B, the respondents required to answer the question by showing their agreement or disagreement based on the 5-point Likert scale. Whereby, the 5-point Likert scale was shown in Table 3.

Table 2

Description of the Questionnaire

Section	Variable	Number of Items	Source of Questionnaire
A	Transformational Leadership Style	20	Multifactor Leadership
	Idealized Influence	5	Questionnaire (MLQ) Form 5X
	Inspirational Motivation	5	(2005)
	Intellectual Stimulation	5	
	Individual Consideration	5	
	Transactional Leadership Style	5	Multifactor Leadership
			Questionnaire (MLQ) Form 5X (2005)
	Laissez-faire Leadership Style	5	Multifactor Leadership
			Questionnaire (MLQ) Form 5X (2005)
B	Job Commitment	10	Allen and Meyer (1996)
C	Demographic Profile	-	-

Table 3

5-point Likert Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(SD)	(D)	(N)	(A)	(SA)

3.4 Pilot Study

Pilot study is the first procedure of the entire research protocol and it usually in smaller proportion that assisting in modified and planning the research (In, 2017). A pilot study can also be the pre-testing that conducted before starting to develop an actual research (Van Teijlingen & Hundley, 2002). Therefore, pilot study provided the advanced warning to researcher whether the study could fail or the research instruments that conducted are inappropriate with the purpose of improving the accuracy of questionnaire and minimize error in conducting the actual research.

Besides, the pilot study was carried out in a manufacturing company that located in Simpang Ampat, Pulau Pinang. Moreover, researcher randomly selected 30 respondents from this organization by distributing the questionnaire. Table 4 showed the reliability test for pilot study.

Table 4

Reliability Test for Pilot Study

Section	Number of items	Cronbach's Alpha Value
A	Transformational Leadership Style	0.910
	Idealized Influence	0.860
	Inspirational Motivation	0.740
	Intellectual Stimulation	0.820
	Individual Consideration	0.839
	Transactional Leadership Style	0.781
	Laissez-faire Leadership Style	0.869
B	Job Commitment	0.876
	Overall	0.896

3.5 Validity and Reliability

Validity illustrates how useful the data obtained cover-up the actual research (Taherdoost, 2018). Therefore, validity is concerned with the significance research components. In this study, face validity was applied to enhance the validity of the questionnaire. Besides, reliability is a consistency measuring instrument. It is also a measurement that provides stability in a various situations in which usually a consist result will be obtained (Golfashni, 2011).

In this research, the statistical measure namely Cronbach's Alpha was used to estimate the reliability of all questions in Section A and B. The result of Cronbach Alpha is a number between 0 and 1. Referring to Heale & Twycross (2015), stated the reliability score of more than 0.7 is considered as an acceptable range. Therefore, reliability analysis is tested before actual

study is conducted. It is important to do a testing for reliability as it performs the consistency across the parts of the measuring device (Taherdoost, 2018). Thus, the questionnaire was pretested in order to ensure that all the questions are error free. Even though reliability is important for research, however without validity, it is insufficient and the combination with validity is also needed (Taherdoost, 2018).

3.6 Ethics of Study

In this study, there are some situations that must be concerned which are the approval to carry out this research. Besides, the respondents are also agreeable to answer the questionnaire. The information collected through questionnaire will be used as for the purposes of academic and the instruments of the study are under confidentiality. Furthermore, before conducting study, respondents will be given consent information attach with the questionnaires as evidence to carry out this research. Other than that, all the respondents that engage in this research are understood the term and conditions. All the respondents are willing and ready to take part in this study and researcher prohibit forced attitudes. When conducted this research, confidentiality is very vital. The researcher is responsible to keep the respondent's identity and respondents are also notified that they are free to participate or withdraw from the study by their own choice.

3.7 Data and Collection Procedure

In this study, researcher used the instrument of questionnaire to collect data from the targeted samples. Thus, the first step of collection data was getting the permission from the selected organization by contacting the Human Resource (HR) department of the organization. After getting the approval from the company, the researcher needed to apply a consent letter from the staff in Faculty of Cognitive Sciences and Human Development (FCSHD). After the consent letter printed out from FCSHD together with the signature of supervisor, researcher sent

the consent letter to the Human Resource (HR) department of the selected organization for making an appointment.

After getting required permission, the questionnaires were distributed to the respondents in the organization with some briefing on the objective of this research. Besides, the questionnaires were collected back after one week. After getting all the returned questionnaires, researcher will check all the data before analysis it through Statistical Package of the Social Science (SPSS).

3.8 Data Analysis Procedure

Statistical Package of the Social Science (SPSS) for window version 22.0 was used to analyze the collected data in this research. All the information that are gathered for conducting this research were interpreted by using descriptive statistic and inferential statistics.

3.8.1 Descriptive Statistics

According to William (2006), the function of descriptive statistics is summarizing the basic features of the content in a research. In order to help peoples understanding the data, all the descriptive statistics represent the measure of central tendency (mean, median and mode) or measure of variability (standard deviation, variance) are presented through the tables, general discussion and graphs. For this research, descriptive statistics was used in description the data obtained in Section C of the questionnaire. All the collected data were analyzed and displayed in different forms by using SPSS.

For Section C, descriptive statistics was adopted to figure out demographic factors of the respondents which included gender, age, ethnicity, highest academic qualification, working experience and length of service working in the current organization and presented in the form pie chart and described based on frequency and percentage.

3.8.2 Inferential Statistics

Inferential statistic is used to observe the contributions, differences and relation between independent variables and dependent variables. It focuses on creating statement about the population. Therefore, researcher used the method of Spearman Correlation for testing the research hypothesis.

Spearman correlation was used to assess the relationship between independent and dependent variables. The Spearman correlation coefficient, r_s and its values range from -1 to 1 as shown in Table 5.

Besides, Spearman's correlation coefficient (i.e., Spearman's rho) was performed to address the relationship between transformational leadership style, transactional leadership style and laissez-faire leadership style on employees' job commitment in an organization and the hypothesis testing is shown in Table 6.

Table 5

Strength of Spearman Correlation Coefficients

Strength of Correlation	Coefficient, r_s	
	Positive	Negative
Small	0.10 to 0.39	-0.10 to -0.39
Medium	0.40 to 0.69	-0.40 to -0.69
Large	0.70 to 1.00	-0.70 to -1.00

Table 6

Hypothesis Testing

	Hypothesis	Statistical Analysis Test
H_a1:	There is a significant relationship between transformational leadership style and employees' job commitment in an organization.	Spearman Correlation
H_a2:	There is a significant relationship between transactional leadership style and employees' job commitment in an organization.	Spearman Correlation
H_a3:	There is a significant relationship between laissez-faire leadership style and employees' job commitment in an organization.	Spearman Correlation

3.9 Summary

In conclusion, this chapter focuses about the instruments, data collection and the procedure of data analysis that researcher used to conduct in this research in order to obtain the data required for analysis. Next chapter will mainly focus on finding in this study.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter focused on the findings in this study. The first part of this chapter described on demographic profile of the respondents. The demographic information was explained by using the descriptive statistic which is pie chart and table. Table was used to show frequency and percentage while pie chart was used to represent percentage. The second part of discussion was explained on the normality test. Next, actual data reliability analysis was tested, and it followed by discussing about hypotheses testing which Spearman Correlation was used in this research. Finally, this chapter ended with a summary.

4.1 Demographic Profile of Respondents

This section described the demographic profile of 85 respondents which include gender, age, ethnicity, highest academic qualification, working experience and length of service working in current organization.

4.1.1 Gender

Table 7

Gender of Respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	40	47.1	47.1	47.1
	Female	45	52.9	52.9	100.0
	Total	85	100.0	100.0	

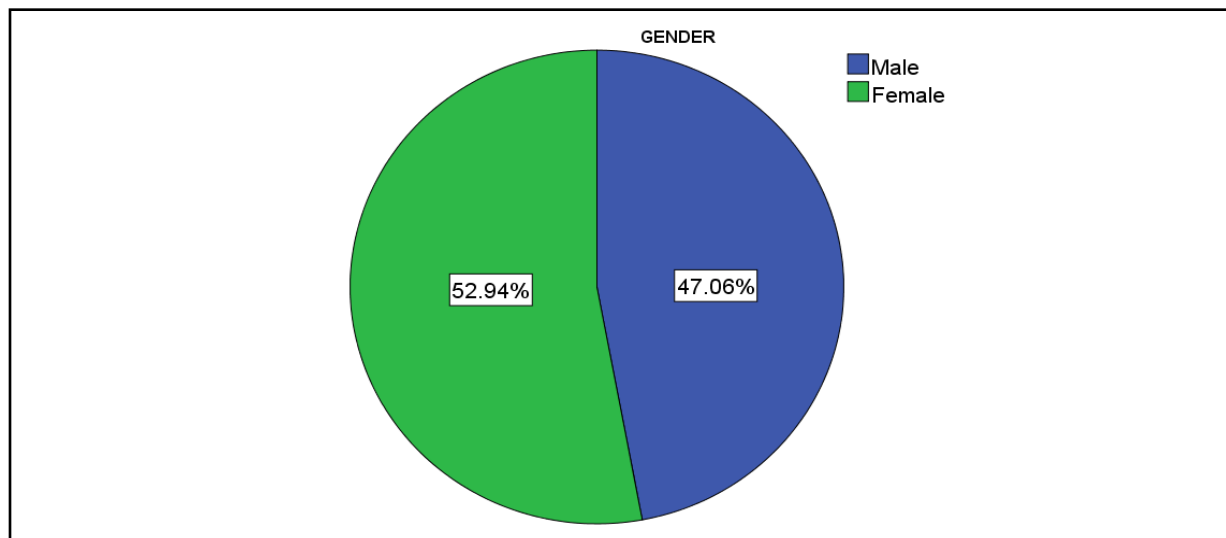


Figure 2. Gender of Respondents

Table 7 and Figure 2 showed the gender of 85 respondents. There were 40 males respondents and 45 females respondents with 47.06% and 52.94% respectively.

4.1.2 Age

Table 8

Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	50	58.8	58.8	58.8
	31-40 years	29	34.1	34.1	92.9
	41 years and above	6	7.1	7.1	100.0
	Total	85	100.0	100.0	

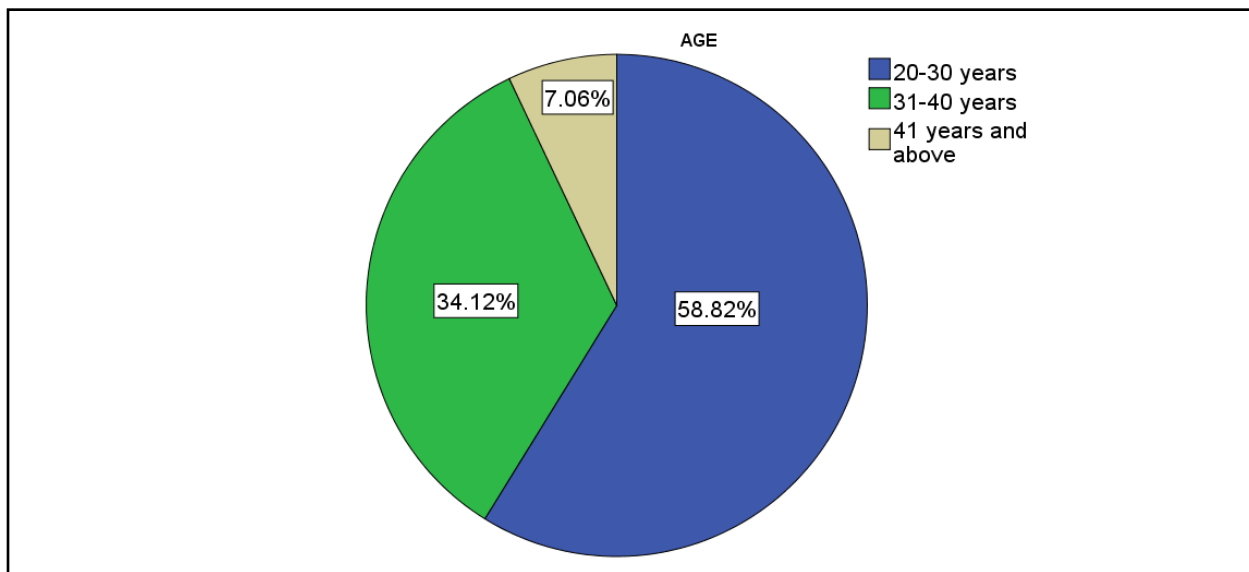


Figure 3. Ages of Respondents

Table 8 and Figure 3 showed the ages of respondents. There were 50 respondents with 58.82% in the age of 21-30 years old and 29 respondents with 34.12% within the age group of 31-40 years old. There were only 6 respondents with 7.06% was in the age group of 41 years old and above.

4.1.3 Ethnicity

Table 9

Ethnicity of Respondents

		Ethnicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	21	24.7	24.7	24.7
	Chinese	64	75.3	75.3	100.0
	Total	85	100.0	100.0	

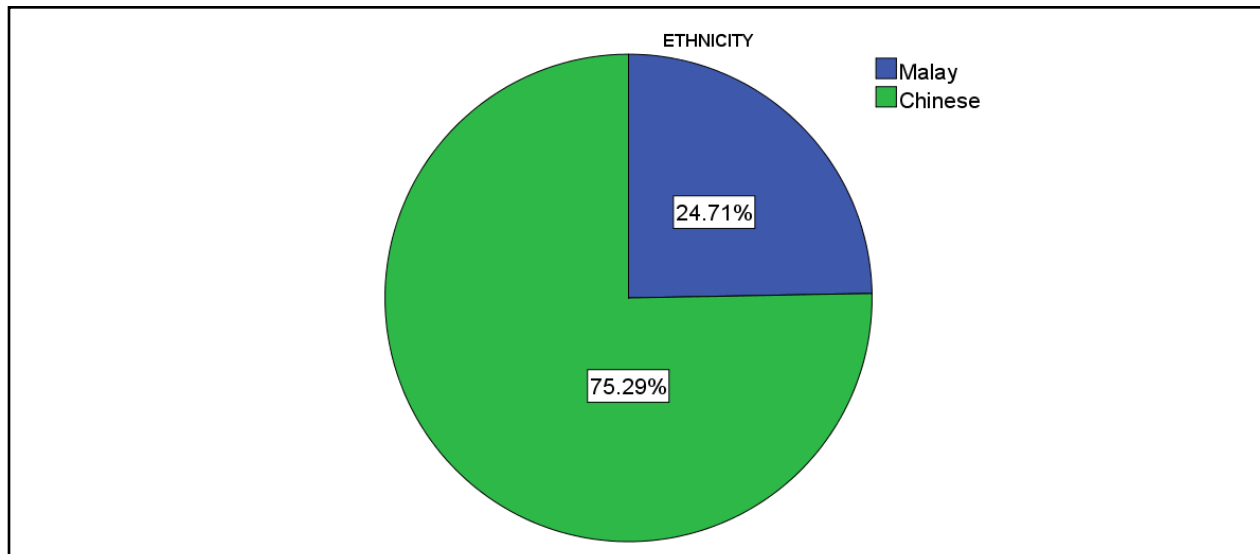


Figure 4. Ethnicity of Respondents

Table 9 and Figure 4 showed the ethnicity of 85 respondents. Most of the respondents were Chinese with the number of 64 and the percentage of 75.29. This was followed by 21 Malay respondents with 24.71% and there were no Indian and other ethnicity of respondents in this research.

4.1.4 Highest Academic Qualification

Table 10

Highest Academic Qualification of Respondents

Highest Academic Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master's Degree	7	8.2	8.2	8.2
	Bachelor's Degree	56	65.9	65.9	74.1
	STPM / Diploma	17	20.0	20.0	94.1
	Others	5	5.9	5.9	100.0
	Total	85	100.0	100.0	

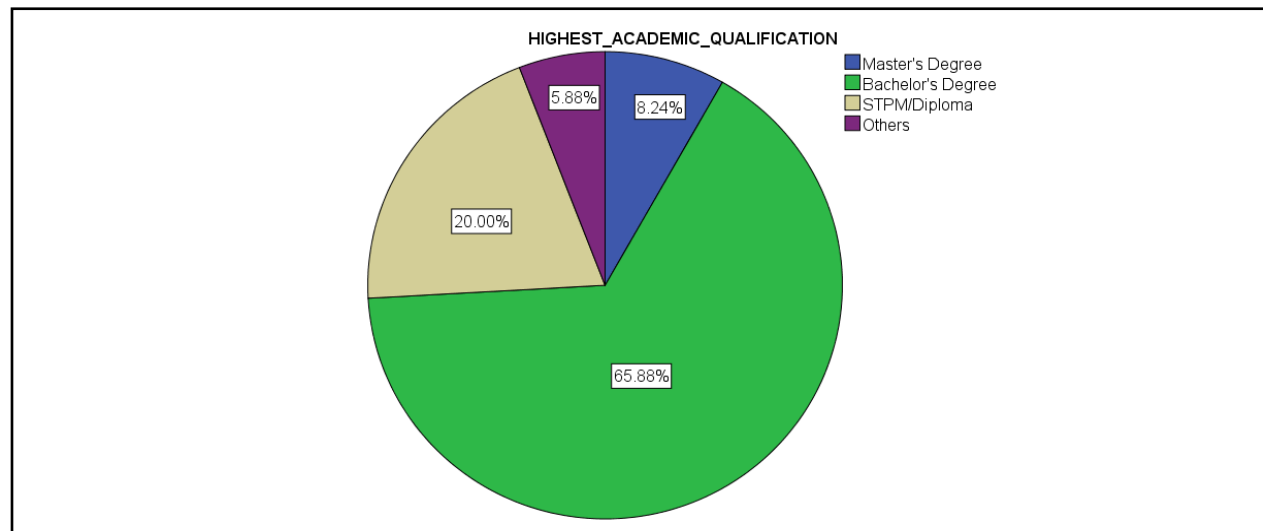


Figure 5. Highest Academic Qualification of Respondents

Table 10 and Figure 5 Figure 1 showed the highest qualification of 85 respondents. Most of the respondents were Bachelor's Degree holders which consists of 56 respondents with the percentage of 65.88. Next, there were 17 respondents (20%) graduated in the stage of either Malaysian Higher School Certificate (STPM) or Diploma and 7 respondents (8.24%) were Master's Degree holders. There were only 5 respondents with the percentage 5.88 chosen other holders in this study.

4.1.5 Working Experience

Table 11

Working Experience of Respondents

Working Experience of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4 years	42	49.4	49.4	49.4
	5-9 years	19	22.4	22.4	71.8
	10-14 years	14	16.5	16.5	88.2
	15-19 years	6	7.1	7.1	95.3
	20 years and above	4	4.7	4.7	100.0
	Total	85	100.0	100.0	

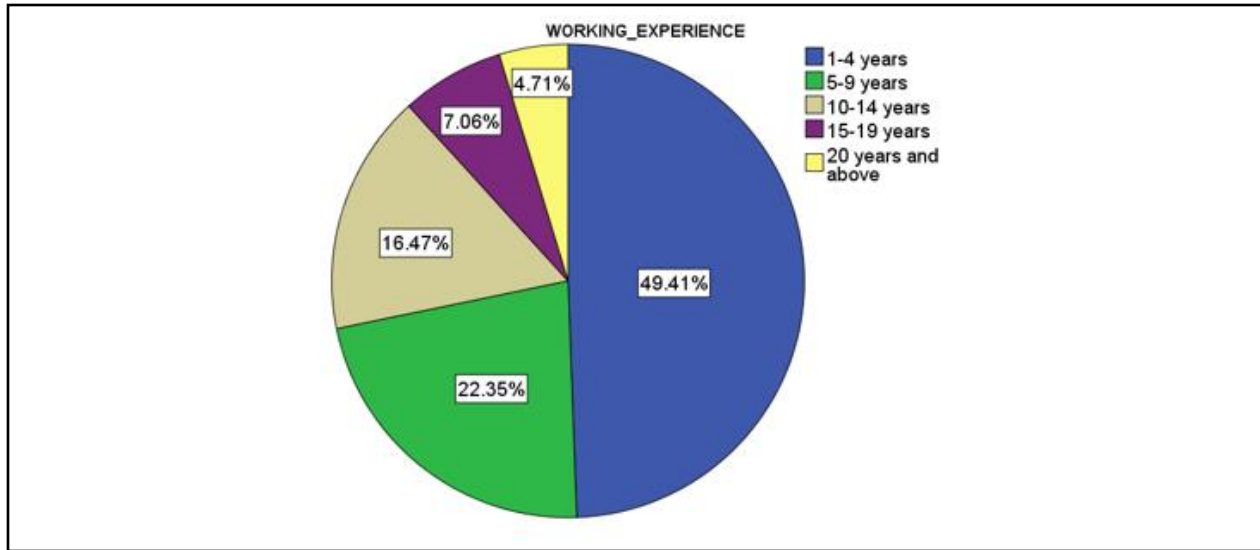


Figure 6. Working Experience of Respondents

Table 11 and Figure 6 showed the working experience of 85 respondents. It was found that most of the respondents which consists of 42 respondents (49.41%) had only 1 to 4 years of working experience. This was followed by 19 respondents (22.35%) and 14 respondents (16.47%) who had the experience of working within the years of 5 to 9 and 10 to 14 years respectively. Next, there were 6 respondents (7.06%) who had 15 to 19 years of working experience and only 4 respondents (4.71%) had 20 years and above of working experience.

4.1.6 Length of Service Working in Current Organization

Table 12

Length of Service Working in Current Organization of Respondents

Length of Service Working in Current Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-4 years	53	62.4	62.4	62.4
5-9 years	19	22.4	22.4	84.7
10-14 years	8	9.4	9.4	94.1
15-19 years	2	2.4	2.4	96.5
20 years and above	3	3.5	3.5	100.0
Total	85	100.0	100.0	

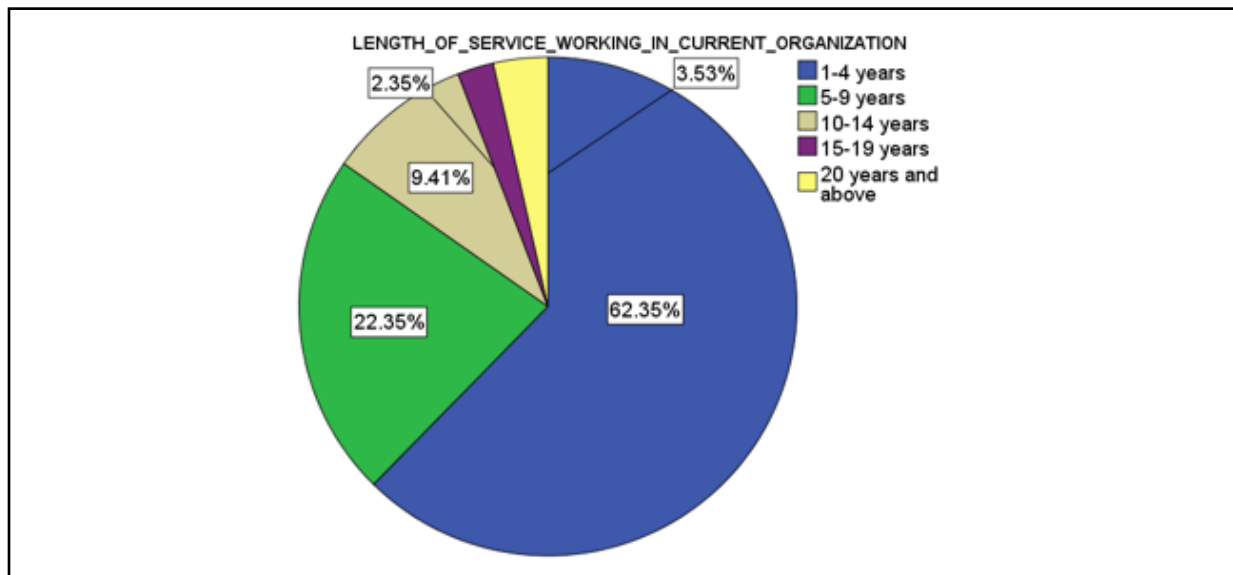


Figure 7. Length of Service Working in Current Organization of Respondents

Table 12 and Figure 7 showed the length of service working in current organization of 85 respondents. There were 53 respondents (62.35%) who have been working in current organization between 1 to 4 years. This was followed by 19 respondents (22.35%), 8 respondents (9.41%) and 2 respondents (2.35%) who worked for 5 to 9 years, 10 to 14 years and 15 to 19 years in the present organization respectively. Next, only 3 respondents (3.53%) already worked for 20 years and above in current organization.

4.1.7 Summary of Respondents' Demographic Profile

Table 13

Summary of Respondent's Demographic Profile

Demographic Profile	Items	Frequency	Percentage %
Gender	Male	40	47.1
	Female	45	52.9
Age	20-30 years old	50	58.8
	31-40 years old	29	34.1
	41 years old and above	6	7.1
Ethnicity	Malay	21	24.7
	Chinese	64	75.3
	Indian	0	0
	Others	0	0
Highest Academic	Master's degree	7	8.2
Qualification	Bachelor's degree	56	65.9
	STPM / Diploma	17	20.0
	Others	5	5.9

Working Experience	1-4 years	42	49.4
	5-9 years	19	22.4
	10-14 years	14	16.5
	15-19 years	6	7.1
	20 years and above	4	4.7
Length of Service	1-4 years	53	62.4
Working in Current Organization	5-9 years	19	22.4
	10-14 years	8	9.4
	15-19 years	2	2.4
	20 years and above	3	3.5

4.2 Kolmogorov-Smirnov Normality Test

For statistical test, an assessment of the normality data is a prerequisite as it can identify the assumption of using parametric testing or non-parametric testing that will be applied in testing the hypotheses and there are two main approaches of assessing whether data are normally distributed or not, which are graphical and numerical (Gupta, Mishra, Pandey, Singh, Sahu, & Keshri, 2019).

In this study, researcher used Kolmogorov-Smirnov test to determine the normality of data. The significant value (p-value) in Kolmogorov- Smirnov test was used to identify the distribution of data. If the p-value is larger than 0.05 ($p > 0.05$), it indicates that the distribution of data is normal whereas if the p-value is smaller than 0.05 ($p < 0.05$), it indicates that the distribution of data is not normal. Table 14 showed the result of the normality data.

From the result that shown in Table 14, it concluded that the distribution of data is not normal because most of the p-value was smaller than 0.05 except the p-value of transformational leadership style. Therefore, a non- parametric test of Spearman correlation analysis was used in this study.

Table 14

Kolmogorov-Smirnov Normality Test

	Kolmogorov-Smirnov ^a		
	Statistics	df	Sig
Transformational Leadership Style	0.084	85	0.200
Transactional Leadership Style	0.185	85	0.000
Laissez-Faire Leadership Style	0.122	85	0.003
Job Commitment	0.096	85	0.049

a. Lilliefors Significance Correction

4.3 Actual Data Reliability Analysis

Table 15

Actual Data Reliability Analysis

Section	Variables	Number of Items	Cronbach's Alpha
A	Transformational Leadership Style	20	0.935
	Idealized Influence	5	0.886
	Inspirational Motivation	5	0.816
	Intellectual Stimulation	5	0.836
	Individual Consideration	5	0.831
	Transactional Leadership Style	5	0.828
	Laissez-faire Leadership Style	5	0.930
B	Job Commitment	10	0.868
Overall		40	0.937

Table 15 showed the reliability analysis of the actual data. Based on the table above, the Cronbach's Alpha for independent variable of transformational leadership style which divided into four subitems (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) were 0.886, 0.816, 0.836 and 0.831. The overall Cronbach's Alpha value of transformational leadership style was 0.935. Furthermore, the Cronbach's Alpha for independent variables of transactional leadership style and laissez-faire leadership style were 0.828 and 0.930. Whereas the value of Cronbach's Alpha for dependent variable of job commitment was 0.868. In short, the overall value of Cronbach's Alpha for all variables was 0.937.

4.4 Hypothesis Testing- Spearman Correlation Analysis

4.4.1 Relationship between Transformational Leadership Style and Job Commitment

Table 16

Correlation between Transformational Leadership Style and Job Commitment

Correlations			Transformational	Job
			Leadership Style	Commitment
Spearman's rho	Transformational Leadership Style	Correlation	1.000	.606**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	85	85
	Job Commitment	Correlation	.606**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	85	85

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

Based on Table 16, the Spearman's rho correlation was used to assess the relationship between transformational leadership style and job commitment in an organization. There was a strong, positive correlation between transformational leadership style and employees' job commitment, which was statistically significant ($r_s(85) = .606, p < .05$). Hence, failed to reject H_{a1} .

4.4.2 Relationship between Transactional Leadership Style and Job Commitment

Table 17

Correlation between Transactional Leadership Style and Job Commitment

Correlations			Transactional	Job
			Leadership Style	Commitment
Spearman's rho	Transactional Leadership Style	Correlation Coefficient	1.000	.336**
		Sig. (2-tailed)	.	.002
		N	85	85
	Job Commitment	Correlation Coefficient	.336**	1.000
		Sig. (2-tailed)	.002	.
		N	85	85

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

Based on Table 17, the Spearman's rho correlation was used to assess the relationship between transactional leadership style and job commitment in an organization. There was a small, positive relationship between transactional leadership style and employees' job commitment in an organization, which was statistically significant ($r_s(85) = .336, p < .05$). Hence, failed to reject H_{a2} .

4.4.3 Relationship between Laissez-Faire Leadership Style and Job Commitment

Table 18

Correlation between Laissez-faire Leadership Style and Job Commitment

Correlations				
			Laissez-Faire	Job
			Leadership Style	Commitment
Spearman's rho	Laissez-faire	Correlation Coefficient	1.000	.170
	Leadership Style	Sig. (2-tailed)	.	.120
		N	85	85
	Job Commitment	Correlation Coefficient	.170	1.000
		Sig. (2-tailed)	.120	.
		N	85	85

Based on the Table 18, Spearman's rho correlation coefficient was used to assess the relationship between laissez-faire leadership style and job commitment in an organization. There was no significant correlation between the two, $r_s = .170$, $p = .120$, $N = 85$. Hence, reject H_{a3} .

4.5 Discussions

From the table of summary data of respondents' demographic information, most of the employees in the current organization were in the ages of 20 to 30 years old and they were Chinese. Besides that, most of the respondents graduated in the stage of Bachelor's degree and they had only 1 to 4 years of working experience. Besides, the length of service in this present organization also within 1 to 4 years.

The aim of conducting this research was to identify the effect of leadership style on employees' job commitment in an organization. Specifically, it attempted (1) to identify the effect of transformational leadership style on employees' job commitment in an organization; (2) to identify the effect of transactional leadership style on employees' job commitment in an organization; and (3) to identify the effect of laissez-faire leadership style on employees' job commitment in an organization. Three alternate hypotheses were tested based on the research objectives by using the method of Spearman Correlation Analysis.

H_a1 stated there is a significant relationship between transformational leadership style and employees' job commitment in an organization. From the result of H_a1 revealed that there was a significant and strong positive relationship between transformational leadership style and employees' job commitment in an organization. Hence, failed to reject H_a1. This finding was same with past studies done in this regard by Lo, Ramayah, & Min (2009); and Azman, Hasan Al-Banna, Ahmad, Mohd Hamran, & Munirah (2011), who stated that transformational leadership style and job commitment have affects each other positively.

Other than that, past researcher contended and summarized that twenty years of leadership studies have make a conclusion that leaders who exhibit with the value of transformational leadership style can develop and accomplish the higher level of job

commitment and satisfaction on employees (Walumbwa & Hartnell, 2011). Similarly, Li, Sajjad, Wang, Ali, Khaqan, & Amina (2019), asserted that transformational leaders would give support and stimulate the improvement and advancement of their employees by transparency and openness, rightness and their efforts. It was also found that leaders who display transformational leadership style are more productive to enhance the average of commitment compared to transactional leader (Uddin, Khan, & Ali, 2017).

H_a2 stated that there is a significant relationship between transactional leadership style and employees' job commitment in an organization. From the result of H_a2 showed that there was a significant and small positive relationship between transactional leadership style and employees' job commitment in an organization. However, this result was inconsistent because from the studies by Hayward, Goss & Tolmay (2004) and Abasilim, Gberevbie, & Osibanjo (2019), found that transactional leadership style do not have correlation with organizational commitment and stated that transformational leadership style is more productive and reliable than transactional leadership style as it is more relevant to employee's commitment.

However, some of the past research that carried out on the subject, determined that there is a significant relationship between transactional leadership styles and job commitment which was also consistent to the result of H_a2. For example, a recent research investigation by Lee (2005) and Mohamud Dahie, Abdi Mohamed, Ahmed Mohamed, & Student (2017), identified that transactional leaders have greater impact on organizational commitment compared to transformational leaders. Besides, Fasola, Adeyemi, & Olowe (2013) and Toh, Liew, Abdul Rahim, & Sondoh (2019), showed that transactional leadership was more evident as it based on conception of cost-benefit compared to transformational leadership style.

H_{a3} stated that there is a significant relationship between laissez-faire leadership style and employees' job commitment in an organization. However, based on the result, it showed that H_{a3} is rejected as there was an insignificant relationship between laissez-faire leadership style and employees' job commitment in an organization. This result was consistent to the past researchers by Al-Daibat (2017); Erkutlu (2008) and Sabah (2015), who have emphasized that laissez-faire leadership style has no significant impact on subordinates' job commitment as it includes the actions of avoiding decision making and solving the work problems, thereby reducing employees' organizational commitment. In other words, this type of leadership style is characterized by non-interactive leaders in employees' activities and they are not interested in the way and manner by which employees aim to achieve organizational goals (Al-Daibat, 2017).

From the findings, it concluded that each organization has its own characteristics, therefore the organizations should concentrate to its unique characteristics and the status of the organization before applying a specific leadership style. While, in this research, it proved that transformational leadership style had a strong positive and significant effect on employees' job commitment compared to another two type of leadership styles. This indicates that employers should concentrate more on transformational leadership skills on training leaders in order to realize the ideal job commitment of employees. This is due to transformational leaders lead employees by stimulating their interest, provide awareness and motivate them to take highest benefits of chances. In fact, it stimulates employees willing for being a competitive employee in order to accomplish organization goals.

4.6 Summary

Table 19

Summary of Hypotheses Testing Results

	Hypotheses	Test	Result
H_{a1}:	There is a significant relationship between transformational leadership style and employees' job commitment in an organization.	Spearman Correlation Analysis	$r_s = 0.606$ $p = 0.000$ $(r_s (85) = .606, p < .05)$ Failed to reject H _{a1} ~ A strong positive and significant relationship between transformational leadership style and employees' job commitment.
H_{a2}:	There is a significant relationship between transactional leadership style and employees' job commitment in an organization.	Spearman Correlation Analysis	$r_s = 0.336$ $p = 0.002$ $(r_s (85) = .336, p < .05)$ Failed to reject H _{a2} ~ A small positive and significant relationship between transactional leadership style and employee's job commitment.

H_a3: There is a significant	Spearman	$r_s = 0.170$
relationship between laissez-	Correlation	$p = 0.120$
faire leadership style and	Analysis	$r_s = .170, p = .120, N = 85$
employees' job commitment in		Reject H _a 3
an organization.		

In a nutshell, this chapter had discussed on the demographic profile of the respondents, the Kolmogorov-Smirnov normality test and actual data reliability analysis. Not only that, hypotheses testing were tested by using Spearman Correlation Analysis and followed by discussions on this finding. The next chapter will discuss on the research summary, implications, recommendations and conclusion.

CHAPTER 5

CONCLUSION

5.0 Introduction

The first part of this chapter was the summation of the study. The next section explained about implications of the study and followed by recommendations for future research. Finally, this chapter ended with a conclusion of this research.

5.1 Research Summary

This section explained the overall process of the study in each chapter in order to reach the objectives in this study. In Chapter 1, the first section explained about the background of study. This was followed by the problem statement, research objectives and research hypothesis. Next, the conceptual framework, significance of the study and limitations of study. Besides that, definition of terms was presented in the form of table and lastly ended with a summary.

For Chapter 2, it mainly focused on the overview of the leadership style and employees' job commitment in an organization. Researcher went through various existing literature for discussing about pertinent issues, theories or model and past similar findings which related to the research topic. Finally, this chapter ended with a short summary.

Other than that, Chapter 3 basically presented about the procedure and the measures that researcher applied to gather data from respondents and analyze the obtained data. It also covered about the research design, the figure of population and sample size, the analysis of reliability and validity, instruments as well as ethics of the study. Before a short summary, the technique of data analysis also explained in this chapter.

Next, Chapter 4 can be regarded as the most important chapter as it implied the finding and discussion of this research. It presented the findings and the results based on the obtained data which came from questionnaires. It also explained the details of the respondents who involved in this study. The findings discussed and compared with the past studies in order to identify the similarities and differences between both. After that, further discussed on the results in order to obtain the summary which related to the research topic.

Lastly, Chapter 5 explained the summation of the study. In addition, this chapter suggested the implications of the study and several recommendations as a guidance for future research.

5.2 Implications

This research has several implications for leaders and HRD practitioners. From the theoretical aspect, the outcomes of this study showed the significant connection between leadership styles and employees' job commitment. Hence, this finding highlights the significant of leadership styles and revealed that transformational leaders as a useful approach for organizational commitment compared to transactional leaders and laissez-faire leaders.

In a manufacturing industry, leader (manager) plays a vital role to lead and influence job commitment of employees in an organization. In order to build up the employees' organizational commitment as well as their performance and satisfaction in an organization, leader needs to adopt the most effective leadership styles in their organization. This minimizes the cost of personnel and implement competitive advantages in the manufacturing industry. Hence, this research contributed a conceptual framework on practical adoption of leadership styles in an organization.

Furthermore, it can be clearly seen that transformational leaders are the most powerful for subordinates' job commitment in companies. From the perspective of organizational level, top management should regularly offer sufficient training and development programmes for all level of managers which integrate leadership elements for the professional, to learn and improve their skills as transformational leaders.

5.3 Recommendations

There were few limitations in this research. Sampling was the first limitation in this study. The fact that the sample subjects for this research was only employees in a manufacturing organization which located in Pulau Pinang. There was a small sample which only involved 85 respondents in the selected organization. Future studies could be conducted to collect data from more organizations in Pulau Pinang that would yield to get more accurate and general results.

Furthermore, future research could explore the effect of leadership styles on various category of organizational commitment such as affective, continuous and normative in manufacturing industry in Malaysia. Besides that, research could also explore social demographic factors that focus on different leadership styles among top management in manufacturing industry.

5.4 Conclusion

The overall purpose of the current study was to identify the effect of leadership styles on employees' commitment in an organization. Spearman correlation was used to determine the relationship between three variables. The findings have revealed that transformational leaders are more powerful to strengthen organizational commitment among employees than transactional leaders and laissez-faire leaders. An effective leadership style has a significant impact on employees' job commitment, including the principle of organizational strategy, the quality of improvement skills and measures.

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APPENDIX A RESEARCH INSTRUMENT

UNIVERSITI MALAYSIA SARAWAK
FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

Title of Research

The effect of leadership styles on job commitment of employees in an organization

Dear Sir/ Madam,

This survey is conducted as part of a Bachelor of Science (Human Resource Development) Research Project, which shall be submitted in partial completion for the award of the degree of Bachelor of Science with Honors (Human Resource Development) from the Universiti Malaysia Sarawak.

The general purpose of this study is to determine the effect of leadership styles on job commitment of employees in an organization.

I would like to invite your participants in this survey by completing the attached questionnaires. This questionnaire is constructed in a straightforward manner and easy to answer, which should take ***not more than 10 minutes*** of your valuable time.

This questionnaire consists of three sections: Section A, B and C. Kindly read each statement carefully and please answer them honestly.

All information gathered in this questionnaire will be strictly treated as confidential and will only be used for the purpose of this study. Your participation and cooperation is highly appreciated.

Thank You.

Yours sincerely,
Choo Chiew Erh (60541)

Supervised by,
Associate Professor Dr. Hasbee Hj. Usop
Faculty of Cognitive Sciences and Human
Development Universiti Malaysia Sarawak
2019

SECTION A: LEADERSHIP STYLES

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Transformational Leadership Style

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through motivation, inspiration and executing the change.

A	Idealized Influence					
1.	I feel proud to be associated with my team leader.	1	2	3	4	5
2.	I have complete faith in my team leader.	1	2	3	4	5
3.	My team leader has a sense of mission which he/she transmits to me.	1	2	3	4	5
4.	Team leader always expresses satisfaction when his/her expectations are met.	1	2	3	4	5
5.	I have a strong conviction in his/her beliefs and values.	1	2	3	4	5
B	Inspirational Motivation					
6.	My team leader sets high standards for my work.	1	2	3	4	5
7.	My team leader is a role model for me.	1	2	3	4	5
8.	My team leader develops ways to encourage me.	1	2	3	4	5
9.	He/ She talks optimistically about the future.	1	2	3	4	5
10.	I have complete confidence in him /her.	1	2	3	4	5

C	Intellectual Stimulation					
11.	My team leader always shows how to look at old problems in new ways.	1	2	3	4	5
12.	My team leader always emphasizes my use of intelligence to overcome obstacles.	1	2	3	4	5
13.	My team leader makes me back up my opinions with good reasoning.	1	2	3	4	5
14.	My team leader always mobilizes a collective sense of mission.	1	2	3	4	5
15.	My team leader suggests new ways of completing the tasks assigned.	1	2	3	4	5
D	Individual Consideration					
16.	My team leader gives personal attention to me when I seem neglected.	1	2	3	4	5
17.	My team leader finds out what I want and helps me to get it.	1	2	3	4	5
18.	My team leader appreciates when I do good job.	1	2	3	4	5
19.	My team leader spends time in coaching and teaching every staff members.	1	2	3	4	5
20.	My team leader treats me as an individual rather than just a member of the group.	1	2	3	4	5

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

Transactional Leadership Style

Transactional leadership also known as managerial leadership focuses on supervision, organization and performance and it is a style of leadership in which leaders promote compliance by followers through rewards and punishments.

21.	Supervisors should make it a point to reward staff for achieving organizational goals.	1	2	3	4	5
22.	Supervisors should let staff members know what to expect as rewards for achieving goals.	1	2	3	4	5
23.	Supervisors should set deadlines and clearly state the positive or negative consequences of staff members' not meeting defined goals.	1	2	3	4	5
24.	Supervisors should give staff authority to make important decisions.	1	2	3	4	5
25.	Supervisors should seek input from staff when formulating policies and procedures for implementing them.	1	2	3	4	5

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

Laissez-faire Leadership Style

Laissez-faire leadership is a type of leadership style that based on trust. Laissez faire leaders try to give the least possible guidance to subordinates and try to achieve control through less obvious means.

26.	My manager avoids getting involved when important issues arise.	1	2	3	4	5
27.	My manager is absent when needed.	1	2	3	4	5
28.	My manager delays responding to urgent questions.	1	2	3	4	5
29.	My manager avoids making decisions.	1	2	3	4	5
30.	My manager waits for things to go wrong before taking action.	1	2	3	4	5

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

SECTION B: JOB COMMITMENT

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Job commitment

Job commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with.

31.	I am very happy being a member of this organization.	1	2	3	4	5
32.	I feel disrupted if I decided to leave this organization.	1	2	3	4	5
33.	I would feel guilty if I leave this organization.	1	2	3	4	5
34.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
35.	I am proud to tell others that I work in this organization.	1	2	3	4	5
36.	This organization has a great deal of personal meaning to me.	1	2	3	4	5
37.	Often I find it difficult to agree with the organization's policies on important matters relating to its employee.	1	2	3	4	5
38.	I would accept almost any type of job assignment in order to keep working for this organization.	1	2	3	4	5
39.	I really care about the fate of this organization.	1	2	3	4	5
40.	I worry about the loss of investments I have made in this organization.	1	2	3	4	5

Source: Allen and Meyer (1996)

SECTION C: DEMOGRAPHIC PROFILE

Instructions: Please tick (✓) in the appropriate brackets and fill in the spaces provided.

1. Gender

☐ Male ☐ Female

2. Age

☐ 20-30 years ☐ 31-40 years ☐ 41 years and above

3. Ethnicity

☐ Malay ☐ Chinese ☐ Indian ☐ Others: _____(Please state)

4. Highest academic qualification

☐ Master's Degree
☐ Bachelor's Degree
☐ STPM / Diploma
☐ Others: _____(Please state)

5. Working Experience

☐ 1-4years ☐ 5-9 years ☐ 10-14 years ☐ 15-19 years ☐ 20 years and above

6. Length of working service in current organization

☐ 1-4years ☐ 5-9 years ☐ 10-14 years ☐ 15-19 years ☐ 20 years and above

Thank you for your cooperation

All information will be kept confidential

APPENDIX B

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



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UNIMAS/NC-16.03/04-13/01 Jld.17 (47)

27 Disember 2019

Muda Paper Mills Sdn Bhd
391, Jalan Tasek
Kampung Jawi Sempit
14120 Simpang Ampat
Pulau Pinang

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Choo Chiew Erh (60541)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

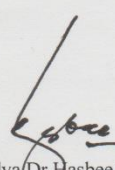
Tajuk Kajian/Tesis : *"The Effect Of Leadership Styles On Job Commitment Of Employees In An Organization"*
Pensyarah : **Profesor Madya Dr Hasbee Hj. Usop**
No.Telefon Pensyarah : **082-581560**
Emel : **uhasbee@unimas.my**
No.Telefon Pelajar : **013-3024128**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Profesor Madya Dr Hasbee Hj Usop
Pensyarah

s.k – Penolong Pendaftar Kanan, FSKPM



94300 Kota Samarahan, Sarawak, MALAYSIA | Tel + 60 82 581 578 | Fax + 60 82 581 579



APPENDIX C

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



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UNIMAS/NC-16.03/04-13/01 Jld.17 (48)

27 Disember 2019

Hotayi Electronic (M) Sdn.Bhd.
PMT 751, Persiaran Cassia Selatan 1
Taman Perindustrian Batu Kawan
14110 Bandar Cassia
Pulau Pinang

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Choo Chiew Erh (60541)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

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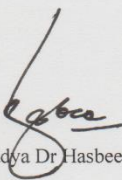
Tajuk Kajian/Tesis	: <i>"The Effect Of Leadership Styles On Job Commitment Of Employees In An Organization"</i>
Pensyarah	: Profesor Madya Dr Hasbee Hj. Usop
No.Telefon Pensyarah	: 082-581560
Emel	: uhasbee@unimas.my
No.Telefon Pelajar	: 013-3024128

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Sekian,

Yang benar,


Profesor Madya Dr Hasbee Hj Usop
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