The Effect of Leadership Style on Organizational Commitment among Academic Staff in Yemeni Universities

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UNIVERSITI UTARA MALAYSIA

JUNE 2011
The Effect of Leadership Style on Organizational Commitment among Academic Staff in Yemeni Universities

A Thesis Submitted to the Graduate School in Partial Fulfillment of

Master of Business Administration

Universiti Utara Malaysia

By

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ABSTRACT

Previous studies have documented the importance of the leadership style on the organizational commitment. This study is investigated the effect of leadership style on the organization commitment and attempt to figure out the relationship between the constructs. However, this study was conducted in Yemen context specifically among public academic staff in Yemeni Universities. The aim of this study is to examine the effect of leadership styles (transformational & transactional) on organizational commitment (affective, continuous, and normative). A total 105 staff of public universities in Yemen were participated in this study in order to investigate the relationship between the dependent and independent variables of this study. The result of this study shows that there is a positive significant relationship between the transformational leadership to all dimension of organizational commitment. The result also find that transactional leaders are positive by significant relate to all dimension of organizational commitment.
ACKNOWLEDGEMENTS

Alhamdu Lillah rab al-alamiin wa asalat wa asalam ala’a ashraf khalq Allah Muhamad bin Abdullah peace and blessings be upon him. Finally it is the end of my Master of business Administration which I have been going through for the last 3 months. I have experienced lots of things while working on the project of The Effect of Leadership Style on Organizational Commitment among Academic Staff in Yemeni Universities which is completed as scheduled. I would like to express my deepest sense of gratitude to my parents who pushed me through and helped me in every way possible to continue my postgraduate studies specially my late father Adel who passed away recently May Allah Rest his soul.

I would like to present my humble appreciation and gratefulness to all the people who made this journey possible those who knowingly and unknowingly were so helpful and important in the difficult moments. Firstly, my deepest appreciation goes to Dr. Faiz Ahmad, who has provided unlimited amount of encouragement and professional support. He valued my commitment to self and lifelong learning and all the while supporting my professional endeavors. Thank you Dr. Faiz for always having positive attitude and outlook; you are an incredible supervisor and an outstanding leader. Secondly my examiner Prof. Dr. Ruswiati Surya Saputra, for her valuable suggestions, ideas, and help. I would like to thank all my lectures who gave me support and showed me the right path on various things that I didn’t fully understand before I start my Master.

I great thankful to my wife who gives me full support and without her encouragement I think I wouldn’t finish this thesis.

I am thankful to Dr. Hamid Mahmood Gelaidan, who has provided expertise, knowledge, support and coaching during this period.

I am thankful to Dr. Saleh Ahmed Mohammed Al Reyami and Dr. Hamdan Ahmed Ali Al-Shami for providing me continuous Moral support and Guidance to prepare my thesis.

I would like to dedicate my work to the library of Muhammad Ali Othman School.

Finally, I would like to whisper into my 11 months baby boy Mohammed and say “My dearest, this work I fully dedicated to you; I hope you read this document someday, may Allah bless you”.

Thank YOU ALL

Sameh Adel

15 June 2011
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1.1 Introduction

Leadership has generally been considered by various academicians and practitioners as the top most crucial topic in organizational behavior (Rahim, 1981). Its importance stems out from the fact that the organization’s success hinges on the quality of the leaders managing them. These leaders hold the key role in decision making that lays down the company’s goals and the processes by which these goals are achieved. The leader’s actions are crucial in affecting the attitude, behavior and potential of the organization’s employees (Williams, 1978). On the other hand, organizational commitment is one of the significant constant organizational problems faced by managers. Previous literature has highlighted the importance of preserving committed employees as an aspect of survival for organization (Messmer, 2000; Walker, 2001; Das, 2002).

In response to these prospective problems, many forward-thinking organizations are striving to create a positive organizational climate in order to keep those good employees through various human resource management initiatives (Chew and Chan, 2008). While a great deal of past research was done to investigate the link between leadership styles and organizational commitment, relatively little research has been
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