

THE MODERATING EFFECTS OF ORGANISATIONAL CULTURE  
ON THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND  
EMPLOYEE COMMITMENT TO CHANGE OF PUBLIC SECTOR IN  
YEMEN

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EMPLOYEE COMMITMENT TO CHANGE OF PUBLIC SECTOR IN  
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By

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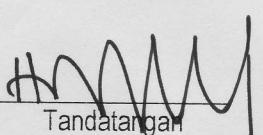
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## ABSTRAK

Komitmen pekerja terhadap perubahan merupakan faktor penting bagi menentukan kejayaan dalam sesuatu proses perubahan, di mana boleh dimantapkan melalui kepimpinan berkesan dan sokongan budaya organisasi. Kajian ini dibentuk untuk mengkaji hubungan antara gaya kepimpinan dan komitmen pekerja terhadap perubahan, dengan budaya organisasi sebagai pemboleh ubah penyederhana. Kajian ini dilaksanakan di sektor awam di Yaman. Kajian menggunakan model kepimpinan transformasional dan transaksional untuk mengenalpasti komitmen pekerja untuk berubah. Pendekatan kajian ini adalah kuantitatif. Bagi mencapai objektif utama kajian, data dikutip daripada pekerja sektor awam Yaman. Analisis Regresi Hirarki kemudian dilakukan untuk mengenalpasti kesan penyederhana oleh budaya organisasi terhadap hubungan antara dimensi gaya kepimpinan dan komitmen pekerja terhadap perubahan. Dapatkan daripada analisis regresi menunjukkan kepimpinan transformasional dan transaksional mempunyai hubungan positif dengan semua dimensi komitmen pekerja terhadap perubahan; iaitu afektif, penerusan dan normatif. Selain itu, dapatkan kajian menunjukkan bahawa kepimpinan transaksional lebih mempengaruhi komitmen pekerja terhadap perubahan berbanding kepimpinan transformasional. Dapatkan juga menunjukkan budaya organisasi memainkan peranan penting, di mana memoderasikan hubungan antara gaya kepimpinan dan komitmen pekerja terhadap perubahan. Kajian ini boleh menyumbang kepada pengetahuan pengurusan perubahan, dan kepada kedua-dua perspektif kepimpinan dan budaya organisasi. Seterusnya, keaslian kajian ini terletak dalam bidang pengurusan perubahan khususnya dalam elemen insan. Hasil kajian juga menyediakan cadangan praktikal kepada organisasi, pekerja dan pemimpin sebagai panduan kepada mereka untuk mengurus perubahan dengan jaya.

**Kata kunci:** Kepimpinan, Komitmen Kepada Perubahan, Budaya Organisasi, Yaman

## ABSTRACT

Employee commitment to change is a crucial factor of a successful change process that can be enhanced by having effective leadership and supportive organisational culture. The present study was designed to examine the relationship between leadership style and employee commitment to change with organisational culture as a moderating variable. The study was carried-out in public sector in Yemen. The study used transformational and transactional model of leadership to determine employee commitment to change. A quantitative approach was mainly conducted in this study. In order to achieve the main objectives of this study, data were collected from employees of public sector in Yemen. Hierarchical regression analysis was then conducted to examine the moderating effects of the organisational culture on the relationship between leadership style and employee commitment to change dimensions. The results from the regression analysis revealed that transformational and transactional leadership were positively associated with all the dimensions of employee commitment to change; namely affective, continuance and normative. Moreover, the findings showed that transactional leadership had stronger effect on the employee commitment to change compared to transformational leadership. Furthermore, the results also showed that organisational culture plays an important role, which it moderated the relationship between leadership style and employee commitment to change. The study may contribute to the body of knowledge on the change management, and on both leadership and organisational culture perspective. Furthermore, the originality of the research lies in the change management area particularly on the human elements. It is also provided comprehensive practical recommendations for organisations, employees, and leaders to guide them to manage change successfully.

**Keywords:** Leadership, Commitment to Change, Organisational Culture, Yemen

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## **LIST OF ABBREVIATIONS**

KMO	Kaser-Meyer-Olkin
OC	Organizational Culture
SPSS	Statistical Package for Social Science
TF L	Transformational Leadership
TSL	Transactional Leadership

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

Change is widely concern due to its importance of improvement the organisation position. Change is a well-known phenomenon that individuals and organisations face every day (Battilana, Gilmartin, Sengul, Pache & Alexander, 2010). Herold, Fedor, Caldwell and Liu (2008) and Martins (2008) indicated that change has become one of the most important challenges for organisations and for their leaders at all levels. In addition, internal and external factors such as globalisation, business change, the economy, and new technology force organisations to respond to be effective and survive in the marketplace as well as to fulfil public requirements. In the same way, Herold et al. (2008) indicated that if the organisation does not carry out daily change, it would not be able to maintain its position in the marketplace. Thus, change is essential for the organisation to be valid and accessible.

Therefore, it is known that change is the only constant and it happens on a continuous basis (Schein, 2004). Even though we know about change management, most significant organisational change initiatives fail to meet expectations because of the level of commitment to change (Burke, 2002;

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