PERCEIVED LEADERSHIP PRACTICES AND ORGANIZATIONAL COMMITMENT OF CONSULTING ENGINEERS AT THEIR WORKING PLACE

By

TAN OOI KUAN

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ABSTRAK


Kata kunci: perunding kejuruteraan; amalan kepimpinan; komitmen organisasi
ABSTRACT

The objectives of this study are to examine the issues confronting consulting engineers. The issues are: (a) the relationship between perceived leadership practices and consulting engineer's organizational commitment in their working place and, (b) the differences of consulting engineers’ organizational commitment based on gender, age and years of working experience. This study leverages on (a) Kouzes and Posner’s five perceived leadership practices (1987), and (b) Mowday, Porter and Steers’ organizational commitment (1979). This study was specifically addressed to 387 respondents who worked with consulting firms registered under the Association of Consulting Engineers, Malaysia (ACEM). The random sampling technique was used and a self-administered survey was performed for this research which included a set of questionnaires consisting of sections on personal information, leadership practices index (LPI) and organizational commitment (OCQ). The quantitative research method was used for data analysis. Firstly, it involved using the Spearman-rho correlation analysis to examine the relationship between the consulting engineers’ perceived leadership practices and organizational commitment at their work place. Secondly, the Kruskal Wallis test was used to investigate the differences between the consulting engineers’ organizational commitment based on age and years of experience. Thirdly, the Wilcoxon Signed Rank test was used to investigate the differences between the consulting engineers’ organizational commitment based on gender. The findings revealed that the five perceived leadership practices have significant relationships between perceived leadership practices and the consulting engineers’ organizational commitment at their work place. Another finding revealed that there is a significant difference between the consulting engineers’ organizational commitment based on gender, and age, and years of working experience. The findings contribute to the knowledge that consulting engineers’ organizational commitment is positively related to the engineering superior’s leadership skills of coaching, leading and guiding consulting engineers to achieve the same goal.

Keywords: consulting engineering; perceived leadership practices; organizational commitment
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CHAPTER ONE
INTRODUCTION

1.1 Introduction

Engineering is the discipline, art and profession of acquiring and applying technical, scientific and mathematical knowledge to design and implement materials, structures, machines, devices, systems, and processes that safely realize a desired objective or inventions. It is the creation, maintenance, and development of things that have not existed in the natural world and that satisfy some human desire or need. It is also the creation of human ingenuity that first fulfilled a fantasy of a human need and then went on to change the very society that created it (Vest, 2013).

In recent years, construction engineering industry is growing rapidly in Malaysia. Malaysia’s Vision 2020 is stimulating and the demand for engineers who are well prepared to provide innovative solutions in important areas becomes a new challenge. The engineering consulting industry has to make tremendous changes in its strategic direction (Nor, Rajab, & Ismail, 2010). The changes include moving from a worker-intensive industrial society into an automated information society that emphasizes on the importance of technology advantages and knowledge capital by an organization (Muthuveloo & Raduan, 2007).

Unlike other industries, this group of personnel – Engineers, enjoys a secured job and many perceived them as unable to adapt into the new working culture. This leads them to feel dissatisfied with their current organization (Yousaf, Riaz, Ahmad,
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