

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

**By**

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## ABSTRAK

Objektif kajian ini adalah untuk meneliti isu-isu yang dihadapi oleh perunding jurutera. Isu-isu ini ialah (a) hubungan antara amalan kepimpinan dan komitmen organisasi perunding jurutera di tempat kerja, dan (b) perbezaan komitmen organisasi perunding jurutera berdasarkan jantina, umur dan tahun pengalaman bekerja. Kajian ini memanfaatkan (a) lima amalan kepimpinan oleh Kouzes dan Posner (1987) dan (b) komitmen organisasi oleh Mowday, Porter dan Steers (1979). Secara khususnya, kajian ini ditujukan kepada 387 responden yang bekerja dengan firma perundingan yang telah berdaftar di bawah Association of Consulting Engineers, Malaysia (ACEM). Teknik persampelan rawak telah digunakan dan kaji selidik urus sendiri dilakukan untuk kajian ini yang terdiri daripada bahagian maklumat peribadi, bahagian indeks amalan kepimpinan (LPI), dan bahagian komitmen organisasi (OCQ). Kaedah penyelidikan kuantitatif telah digunakan untuk menganalisis data. Pertama, Analisis Spearman-rho correlation digunakan untuk menentukan hubungan antara amalan kepimpinan perunding jurutera dengan komitmen sesebuah organisasi di tempat kerja mereka. Kedua, Ujian Kruskal-Wallis pula dilakukan untuk mengkaji perbezaan antara komitmen organisasi perunding jurutera berdasarkan umur dan tempoh pengalaman bekerja. Ketiga, Ujian Wilcoxon Signed Rank digunakan untuk mengkaji perbezaan antara amalan kepimpinan dan komitmen organisasi perunding jurutera berdasarkan jantina. Hasil kajian mendapati bahawa lima amalan kepimpinan mempunyai hubungan yang signifikan antara amalan kepimpinan dan komitmen organisasi perunding jurutera di tempat kerja mereka. Selain itu, hasil kajian juga menunjukkan bahawa terdapat perbezaan yang signifikan antara komitmen organisasi perunding jurutera berdasarkan jantina, umur dan tahun pengalaman bekerja. Hasil kajian yang dijalankan juga menyumbang kepada pengetahuan yang menyeluruh bahawa komitmen organisasi perunding jurutera adalah berkaitan secara positif kepada kemahiran kepimpinan kejurulatihan pihak atasan, memimpin dan membimbing perunding jurutera untuk mencapai matlamat yang sama.

**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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