

**RELATIONSHIP BETWEEN LEADERSHIP STYLES,  
EMOTIONAL INTELLIGENCE AND ORGANISATIONAL  
COMMITMENT IN SMALL AND MEDIUM-SIZED  
ENTERPRISES**

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**DOCTOR OF BUSINESS ADMINISTRATION  
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**RELATIONSHIP BETWEEN LEADERSHIP STYLES, EMOTIONAL  
INTELLIGENCE AND ORGANISATIONAL COMMITMENT IN SMALL AND  
MEDIUM-SIZED ENTERPRISES**

**By**

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Othman Yeop Abdullah Graduate School of Business  
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## ABSTRACT

The main objective of this study is to investigate the relationship between leadership styles, emotional intelligence and organisational commitment in medium-sized manufacturing enterprises located in Selangor. A total of 408 employees comprising of executives and non-executives participated in this research. The employees were given a set of questionnaires which comprised of Multifactor Leadership Questionnaire (MLQ – 5X) by Avolio and Bass (2004), Genos Emotional Intelligence Questionnaires by Palmer and Stough (2006), Organisational Commitment questionnaires by Meyer and Allen (1997) and demographic questionnaires. Out of 408 questionnaires received from the respondents only 373 were usable for this study. The collected data were analysed using SPSS version 20. Descriptive statistics, correlation and regression analysis were carried out to analyse the data. This study found that there were significant positive relationships between i) transformational leadership and organisational commitment, ii) transactional leadership and organisational commitment, iii) transformational leadership and emotional intelligence, iv) transactional leadership and emotional intelligence and v) emotional intelligence and organisational commitment. In this study, the findings showed that emotional intelligence partially mediated the relationship between leadership styles and organisational commitment. The test using Baron and Kenny (1986) showed that emotional intelligence only partially mediated the relationship between leadership styles and organisational commitment. The findings can be generalised as follows i) transformational and transactional leadership styles were the dominant form of leadership styles displayed by the managers of medium-sized enterprises ii) emotional intelligence of managers do have an effect on the organisational commitment of the employees iii) leadership styles of managers do determine the organisational commitment of employees. The findings showed that managers need to transcend their leadership style from transactional leadership to transformational leadership in order to enhance the commitment level of employees from moderate to high level. In ensuring that medium-sized enterprises continue to contribute to national economy, the human resource department should emphasize on developing and conducting appropriate training on leadership and emotional intelligence of the managers. This study also provides an opportunity to expand the research to other industries within SMEs such as services, constructions, agriculture and telecommunications.

**Keywords:** transformational leadership, transactional leadership, emotional intelligence and organisational commitment

## ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik perhubungan antara corak kepimpinan, kecerdasan emosi dan komitmen organisasi di perusahaan perkilangan bersaiz sederhana yang terletak di Selangor. Sejumlah 408 orang pekerja yang terdiri dari golongan eksekutif dan bukan eksekutif telah mengambil bahagian dalam penyelidikan ini. Mereka telah diberi satu set soal selidik yang terdiri dari Soal Selidik Kepimpinan Pelbagai Faktor (MLQ – 5X) oleh Avolio dan Bass (2004), Soal Selidik Kecerdasan Emosi Genos oleh Palmer dan Stough (2006), Soal Selidik Komitmen Organisasi oleh Meyer dan Allen (1997) dan soal selidik demografi para responden. Dari sejumlah 408 soal selidik yang diterima daripada responden-responden, hanya sejumlah 373 sahaja yang dapat digunakan untuk kajian ini. Data yang telah dikutip dianalisa menggunakan SPSS versi 20. Perangkaan deskriptif, analisis korelasi dan regresi telah dijalankan untuk menganalisa data. Kajian ini telah menunjukkan bahawa terdapat perhubungan positif yang penting di antara: (i) kepimpinan transformasi dan komitmen organisasi, (ii) kepimpinan transaksi dan komitmen organisasi, (iii) kepimpinan transformasi dan kecerdasan emosi, (iv) kepimpinan transaksi and kecerdasan emosi dan (v) kecerdasan emosi dan komitmen organisasi. Hasil kajian ini, menunjukkan bahawa kecerdasan emosi menjadi pengantara perhubungan di antara corak kepimpinan dan komitmen organisasi. Ujian menggunakan Baron dan Kenny (1986) telah menunjukkan bahawa kecerdasan emosi hanya menjadi separa pengantara perhubungan sahaja di antara corak kepimpinan dan komitmen organisasi. Secara umum, hasilnya boleh disimpulkan seperti berikut: (i) corak kepimpinan transformasi dan transaksi adalah corak kepimpinan berbentuk dominan yang ditunjukkan oleh pengurus-pengurus perusahaan bersaiz sederhana, (ii) kecerdasan emosi pengurus-pengurus ada mempunyai kesan ke atas komitmen organisasi oleh pekerja-pekerja dan (iii) corak kepimpinan pengurus-pengurus menentukan komitmen organisasi oleh pekerja-pekerja. Hasil kajian menunjukkan bahawa pengurus-pengurus perlu mengubah corak kepimpinan mereka yang berbentuk transaksi ke kepimpinan transformasi untuk meningkatkan kadar komitmen oleh pekerja-pekerja dari paras sederhana ke paras tinggi. Dalam memastikan perusahaan bersaiz sederhana terus menyumbang terhadap ekonomi kebangsaan, jabatan sumber manusia perlu memberi penekanan terhadap pembangunan dan pelaksanaan latihan yang bersesuaian dengan kepimpinan dan kecerdasan emosi pengurus-pengurus. Kajian ini juga memberi satu peluang untuk memperluaskan penyelidikan dalam industri-industri lain di dalam SMEs seperti perkhidmatan, pembinaan, pertanian dan telekomunikasi.

**Kata kunci:** kepimpinan transformasi, kepimpinan transaksi, kecerdasan emosi dan komitmen berorganisasi

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## **LIST OF ABBREVIATIONS**

AC	Affective commitment
CC	Continuance commitment
CR	Contingent reward
EI	Emotional intelligence
ESA	Emotional self awareness
EE	Emotional expression
EAO	Emotional awareness of others
ER	Emotional reasoning
ESM	Emotional self-management
EMO	Emotional management of others
ESC	Emotional self-control
IA	Idealised attributes
IB	Idealised behaviours
IC	Intellectual consideration

IM	Inspirational motivation
IS	Intellectual stimulation
LF	Laissez-faire
LS	Leadership styles
KMO	Kaiser-Meyer-Olkin
MBEA	Management-by-exception - Active
MBEP	Management-by-exception - Passive
MLQ	Multifactor Leadership Questionnaire
NC	Normative commitment
OC	Organisational Commitment
OCQ	Organisational Commitment Questionnaire

## CHAPTER ONE

### INTRODUCTION

*“[Leaders we admire] all build relationships and inspire us to give our best. Even though managers can be leaders it is not their managerial talent that inspires you to think of them as leaders. Usually, it is an interpersonal skill, a behavior that is expressed in such a way that it elicits our choice to follow, to be influenced, to admire unselfconsciously.” – John Nirenberg (2003)*

#### 1.1 Background of the Study

Chapter One provides an introduction to the three main variables in this study, namely: organisational commitment, leadership styles and emotional intelligence. The present research was undertaken to look into the role of emotional intelligence of leaders as perceived by their employees in medium sized enterprises to determine the level of organisational commitment among employees.

Organisational commitment has been one of the key research areas in the field of human resource management, organisational behaviour and industrial psychology (Allen & Meyer, 1996; Mowday, Porter & Steers, 1979; Porters, Steers, Mowday & Boulian, 1974; Beyer, Stevens, & Trice, 1978). According to Meyer, Stanley, Herscovitch and Topolnytsky (2002), it has been established through two decades of research that organisational commitment is one of the most significant predictors of favourable and unfavourable consequences in an organisation. In their study, they found that employees who display higher levels of affective commitment tend to perform better than those with weaker levels of affective commitment. Mathieu and Zajac (1990) reported in their study that organisational commitment is linked favourably to employees' job performance, job satisfaction and motivation and linked unfavourably to absenteeism and turnover.

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