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**LEADERSHIP STYLE AND ORGANIZATIONAL
COMMITMENT:
A STUDY IN PANASONIC ENERGY MALAYSIA**



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UUM
Universiti Utara Malaysia

Master of Science (Management)

Universiti Utara Malaysia,

Dec 2016

**LEADERSHIP STYLE AND ORGANIZATIONAL
COMMITMENT:
A STUDY IN PANASONIC ENERGY MALAYSIA**



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By
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**Research Paper Submitted to
School of Business Management,
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In Partial Fulfillment of the Requirement for the
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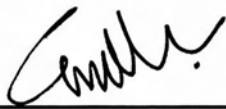
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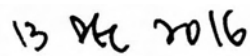
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ABSTRACT

In Panasonic Energy Sdn Bhd, the research investigation had been taken to identify the relationship between the organizational commitment and the leadership style. Data for this study was gathered from a sample of 169 rater's. Questionnaire was distributed to all the operators in the Module department and total 120 questionnaires were returned. According to The Full Range Leadership Development Theory, the multifactor leadership questionnaire is utilized within the organization to determine the leadership style. Employee commitment was measured using Bagraim's (2004) Organizational Commitment, adaptation of Meyer and Allen's (1997) Three-Component Model of employee commitment. Leadership was identified as the independent variable and organizational commitment as the dependent variable. Data was obtained from questionnaires which were distributed to module production direct employee. Overall findings from this study suggest that transformational and transactional leadership plays important roles in determining levels of affective commitment, continuance commitment and normative commitment.

This research therefore adds a new dimension to the body of literature that will help researchers' efforts to understand the relationship between leadership style and organizational commitment. As this research takes place in Kulim Kedah context, it contributes to the bank of findings relating to the development of organizational commitment.

ABSTRAK

Penyelidikan kuantitatif di Panasonic Energy Sdn Bhd adalah bertujuan untuk mengkaji perhubungan diantara pelbagai jenis gaya kepimpinan and komitmen organisasi . Data untuk kajian ini telah dikumpulkan daripada 169 orang sample . Borang soal selidik telah diedarkan kepada semua opearator dalam jabatan Modul dan jumlah 120 soal selidik telah dikembalikan. Menurut Teori Full Range Leadership Development soal selidik kepimpinan pelbagai faktor telag digunakan dalam organisasi untuk menentukan gaya kepimpinan. Komitmen pekerja pulak diukur menggunakan Komitmen Organisasi Bagraim (2004) satu penyesuaian dari Meyer dan Allen (1997) iaitu model komitmen pekerja Tiga Komponen . Kepimpinan telah dikenal pasti sebagai pembolehubah bebas dan komitmen organisasi sebagai pembolehubah bersandar. Data diperolehi daripada borang soal selidik yang diedarkan kepada di bahagian modul . Hasil daripada kajian ini menunjukkan bahawa kepimpinan transformasi dan transaksi memainkan peranan penting dalam menentukan tahap komitmen afektif, komitmen berterusan dan komitmen normatif.

Justeru itu, kajian ini telah menambah satu lagi dimensi baru kepada badan sastera yang akan membantu usaha penyelidik untuk memahami hubungan di antara gaya kepimpinan dan komitmen organisasi. Penyelidikan ini berlaku dalam konteks Kulim Kedah, ia menyumbang kepada bank penemuan yang berkaitan dengan pembangunan komitmen organisasi

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CHAPTER 1: INTRODUCTION

1.0 Background of the study

Organizational commitment has a profound implication for employees and organizations through various studies by researcher .Bennett and Durkin (2000) stated that the negative effects associated with a lack of employee commitment which includes turnover and absenteeism. Drucker (1999) has suggested that organizations evolves responsibility are more focused than authority whereby supervisors job is not to command but also to persuade thru the leadership style. Yet the employee also needs to be ready to commit themselves to be supportive to remain competitive in the market. Retaining employee and keep them continually committed to their organization remaining as one of the important issue in today's management .This is why great focus and awareness has been given to study organizational commitment (Mowdays, Porter & Steers , 1979 :Allen & Meyer ,1990) .

Previous research findings and theories although addressing that employee commitment to an organization is affected by leadership style, but the interrelationship still remain unclear. For example can immediate superior influence on the employee commitment and can the immediate superior use appropriate leadership style and technique to improve employee commitment. The need of this study is to obtain deeper knowledge of the relationship between the perception of leadership style and organizational commitment among manufacturing employee in Malaysia specifically in MNC, for this reason supervisors and operators from Panasonic Energy Sdn Bhd was chosen

to enhance the findings of this study. A multinational company (MNC) is one which incorporated in one country, but whose operation extends beyond the home country, which carries on business in other countries besides the home country. According to Neil H.Jacoby (1973) “A multinational corporation owns and manages business in two or more countries.”

Therefore this chapter focuses mainly on the manufacturing sector in Malaysia, whereby it will provide the overview of contribution, performance as well the performance of the sector to the Malaysian economic growth. Since 2005 manufacturing sector has increased its contribution to Malaysian GDP by 75% to RM 193 billion in 2013 compared to RM 110 billion in 2005. Manufacturing sector contribution to nation GDP is about 28 % which shows that special focus needed to sustain the performance of this sector (2013 Economic Transformation Program Annual Report) .Performance of the manufacturing sector in between January and November 2014 has showed an increase in term of sales value by 6.1 % which is RM 600.1 billion .During the same period the number of employee increased by 1.5 % to 1,030,383 persons, while the productivity increased by 4.6 % to RM 582,421 (Department of Statistics 2015c).Moving forward to vision 2020 the need for highly committed human capital and strong leadership needed to contribute to the nation building .It has always been a common complaint in Malaysia that employees are less loyal comparatively then in the past . Malaysian employees basically would choose to leave their organization for better carrier growth and prospect as their commitment is low. Hence the biggest challenges in this industry are to instigate a sense of commitment among the employee. The

performance of an organization does not only depend on the utilization of the human capital but also on how it incites commitment to the organization.

House and Aditya (1997) has provided an extensive historical approach and scientific review of leadership study. According to them studies of leadership has moved in several direction, and out of the several direction there have been found that there are two approaches which has dominated the studies. The first approach has focus on leadership behavior and leadership characteristic and the second approach leadership style and demonstration of leadership. According to House (1995) definition of leadership is “ leadership is behavior “ which gives purpose meaning and guidance which has a collective vision that appeals to ideological motives and self-perception of the followers. In recent days starting point of most studies focusing on the organizational leadership and the ability to influence people to perform task using motivational method rather than using authority. Heilburn (1994) has divided leadership theories into three stages for decision :

- The first stage is to define leaders (The theory of leader features)
- The second stage is to study leader behavior (The theory of leadership behavior)
- The third stage is to focus on the interaction between leaders and subordinates

It is crucial for the leaders in manufacturing to be furnished with leadership skills due to leadership roles are critical in target setting and enhancing

commitment. The absence of leadership in an organization can give a significant impact to implementation and sustaining strategic growth.

Although the previous research has contributed a great attention to the relationship between leadership style and organizational commitment, but it has been found that results of the study are not consistent. Several studies have been found a positive relationship between these two variables. Kent and Chelladurai (2001) posited that individualized consideration had positive relationship with both affective commitment and normative commitment. Price (1997) also suggested employees will be highly committed to the organization only when there is an existence in the level confidence towards their leaders. Leadership researches have also shown a consistent linkage between transformational leadership and some part of engagement. The subordinates trust over the leaders and the support offered by leaders will create a blame free environment. Studies have provided evidence that there link between positive leader behavior and follower's behaviors and attitudes which is associated with commitment.

1.1 Problem Statement

Thus based on the background above , it can be concluded that employee commitment is the basic of success of any organization .In today's global business environment , job satisfaction and stability of job is not enough to associate with employee job performance that will lead successful business result .Recently employers focus has shifted from employee who

satisfied with their income, working environment and benefit to those who committed to their organization's mission. Employees who are committed to their organization believed to have dedicate most of their time, energy, skill and talent than those employee who is not.

According to Raja & Palanichamy (2011) Organizational commitment can be defined as the degree of an employee's identification with participation and involvement in an organization and remains employed in an organization and becoming one of its members. To build high employee commitment leaders need to play an active role to bring changes in the organization in order to benefit entire organizations member. The leaders should consists of higher level of managing skill in continuously keeping well of the entire organization and employees. According to Keskes (2014) Leadership plays an important role in management to maximize the efficiency and to lead the organization to achieve its vision and mission. The rate of employee loyalty can be increase by creating a comfortable working environment for their employees. Every employee should increase their individual potential by increasing their knowledge, skills and behavior to advance their company level. Employees are the backbone of the every organization. According to Fang, Chang & Chen (2009), leadership has significant and positive impact to influences the employees' commitment toward an organization. An organization which is concerned in giving the best to customer need leaders and managers who can mold and shape the entire culture of an organization in term of vision and mission. Leaders are the one who expected to cultivate the spirit of team work in an organization in order to enhance and improve employee's performance.

Strong cooperation and relationship between leaders and subordinates will create a strong and committed team which will drive the organization towards success path. Strong leadership and high commitment from the employee will automatically reduce high turnover which subsequently lead to cost reduction. From the stated issues this research is conducted to study if there is a significant correlation between the leader's style and the commitment of employees towards their organization. This study examines two types of leadership styles namely transformational and transactional the impact on the organizational commitment. However laissez faire leadership was not included in this study as it is not related to direct labor such as manufacturing operators. The short version of laissez faire leadership is doing what you want as long as you get the job done right. In actual manufacturing environment the operators need to follow direction and target set by the organization and their leaders thus they are not allowed to make their own judgment and decision. On these current ages, there are research department that undergoes research in finding relationship between employee's commitment and leadership. Unfortunately, there are not much of output can be gain from the investigation of the employees commitment in MNC at Malaysia. The rate of leadership are being rated by the leaders itself not by the employee's perceptions. In this kind of situation would ruin over the leadership evaluation from particular organization. That kind of orders should be neglected to increase the rating of leadership on that particular organization. Therefore, these projects do explain the methods in rating the leader's leadership level from a simple employee in MNC. In these studies, there is additional information being collected from the employee during rating up their leader's leadership level. The employee's

current feelings, perceptions and experiences are collected as additional information for our project. The employees do identify a suitable leadership style which should be utilized in manufacturing environment. This research would lead to a new kind of theoretical contributions to manufacturing industrials. This would increase the production of entire manufacturing industrials because of consists a higher level of contribution from their staffs.

1.2 Research Questions

The research seeks to answer the following research questions.

1. Is there any relationship between leader's style and organization commitment of manufacturing employee?
2. Which Leadership style is significant predicting Organizational Commitment In?
3. What is the level of Leadership Style among Supervisors in Panasonic Energy Kulim?
4. What is the level of Organization Commitment among employee in Panasonic Energy Kulim?

1.3 Research Objective

The general objective of this study is to examine the relationship between leadership styles and organizational commitment.

The specific objectives of this study are as follows:

- a) To determine the level of Leadership Style among Supervisors in this company

- b) To examine the relationship between Leadership Style and Organization Commitment
- c) To identify the type of Leadership style significant in predicting Organizational commitment
- d) To determine the level of Organization Commitment among employee of the company.

1.4 Significance of the study

According Drury, (2004); Lee & Ahmad, (2009) , leadership style is the key element which may influence the organizational commitment and it's style may enhance organizational commitment of employees .Many previous studies have been done on leadership style and organization commitment but there are limited researches done in the Malaysian context. According to Dumdum, Lowe & Avolio, 2002 evidence shows that the style of leadership is mainly associated with behavior and work attitude. Correlation analysis shows that transformational and transactional leadership style is related to employees' organizational commitment (Marmaya et al, 2011). In particular, there is considerable research now available suggesting that transformational leadership is positively associated with organizational commitment in a variety of organizational settings and cultures (Guang-lu et al, 2012; Muterera, 2008; Avolio et al., 2004; Bono & Judge, 2003; Walumbwa & Lawler, 2003; Dumdum et al., 2002; Koh, Steers, & Terborg, 1995; Lowe et al., 1996). The significance of the study was in many ways .First was this type of studies which associated between leadership styles and employee commitment which was not conducted previously has been conducted in this organization. It is

believed that this study will enhance deeper understanding on leadership behavior and the relationship towards organizational commitment which is relevant to MNC's in Malaysia especially among direct employees. This study also expected to help to answer the leadership styles and what is the commitment level of an employee towards organization. This study is also intended to establish his study also expected to help to answer the leadership behavior and what is system which can promote to improve employee commitment in MNC's and to enable MNC's leaders to adopt the most suitable leadership style to promote employees commitment . Meantime, it also helps to improve the productivity of the organization.

The findings of this study will contribute and help the organizations to face the outcomes of results in Malaysian context. The organizations can also identify the factors that increase organizations commitment .In usual condition multiracial employee face some challenges and problems when they are new to an organization. Based on this research, the leadership style which influences the employee commitment can be identified. It would provide valuable information to manufacturing companies generally and MNC specifically in Malaysia. Apart from that, this study will help the leaders to be well prepared because this study gives an understanding of the collective level as well as individual level to have adjustment employee commitment. The employee commitment will increase if suitable leadership style is demonstrated during carrying out the leader's duties. Besides, this research can help other researchers to obtain information and as a guideline or reference to conduct their research in future.

Finally, this study provides practical contribution to an organization in training and development. Training and development are important parts in the leadership because training will help the leaders and expose them to demonstrate correct leadership style in carrying out their routine duties. With right leadership style and higher commitment level from the employee, an organization could perform effectively and efficiently to remain in competitive environment.

1.5 Scope of the study

This study will focus to examine Leadership style and Organizational commitment This study will be conducted in Module Department of Panasonic Energy Company in Kulim .The study of this research involves the direct employee which is the operators of Module Department .The main factor to conduct this study in Panasonic Energy Company in Kulim due particular company is newly established solar company which consists of various type leadership who were hired from different companies .The leaders background of knowledge and experience are also varies from one to another .Furthermore the direct labors are also hired from different background such as gender , race ,origin ,with and without experience ,worked under the supervision of various leadership style .Module department had been chosen for this study as it consist of the largest number of direct labors compares to two other production section which is wafer department and cell department .The employee commitment and performance is directly connected with the department productivity .In order to obtain high productivity and retain the direct employees this study is very essential to be conducted .

1.6 Definition of Key Term

The major terms and definition can be seen along these upcoming five chapters.

1.6.1 Leadership

Leadership is applicable in any situation or circumstances on every organization. It has existed for a very long time period as long as people have shown interactions. It remains as a complex term and varies among scholars. There are various type of issues are being faced by current organizations due to advance in technology, changes in economic, social and politics (James & Collins, 2008; Leavy & Mckiernan, 2009). Leaders are requiring for organizations not only for utilizing their knowledge or ideas on the company's future but they are also needed for deciding a right choice once a circumstances or situation occur. According to researchers and scholars leadership is a combination behavior and skills which exhibits those skills (Bass *et al.*, 2003; Bolden *et al.*, 2003; James & Collins, 2008) In industrial areas, leadership concept are utilize to achieve their company goals and status according to Stogdill (1974, p.4). The relationship between two or more individual in a group for various issues would affect their interactions. There are several theories such as trait, power, namely, influence approach and etc. is used as a reference for leadership according to Yukl (2005).

1.6.2 Organizational commitment

The definition of organizational commitment is a higher strength in trust and loyal towards the particular organization and willing to exert efforts towards the organization due achieving its goals and status. Organization commitment is counted from their employee working progress, employee working hours and employee dedication. According to Ahmad, Javed, Iqbal & Hamad(2014) if an organization has a full committed employee is capable in achieving a lower level of turnover and they have less intention to leave the company .. Committed employee will be working with a dedicated behavior and they would be willing to accept any kinds of changes. According to Meyer and associates (Allen and Meyer, 1990; Meyer and Herscovitch, 2001) , there are three dimensions of organization commitment which is continuance, normative and affective.

1.7 Organization of the study

In this studies, do consists of five kinds of chapters and it is well organized according to its sequence. In chapter 1, it will be covering of project background, the project problem statement, the research objectives, definition of key and its organization of the study. In chapter 2, it will be representing about the entire previous studies based on this project. Chapter 3 will be discussing about this studies research design, population, data collection and statical analysis. The project results and analysis can be characteristic in this chapter 4. Chapter 5 (Discussion, Recommendation and Conclusion) shall discuss on reliability and discussion of the result, implication for practice and recommendation for further reset.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

The literature review is a chapter where previous studies documentation will be included on it. This research had begun with the first step by undergoing some of the previous articles or journals about this particular topic. On the previous studies section, there was more detail studies had been gone through highly on the topic of employee engagement.

There are three major purpose of this project can be found in this literature review. Firstly, the entire purpose would be in understanding fully of the entire basic knowledge of this research. Secondly is to discover the similar of research purpose and its aim from other previous studies. Thirdly, learn some extra knowledge on other kind of concept but it is based on the same research problems and themes which are according to (Baker, 2000; Cavana, Delahaye & Sekaran, 2001; Leedy, 2001; Perry, 2002).

2.1 Organizational Commitment

There are different kinds of methods can be utilized to provide an excellent level of commitment employees towards the organization. There are many cases being involve which is corresponding with employee commitment level. Commitment is a concept that had to be gain from an individual towards the organization. The below list had categorized the commitment level into three kinds. Meyer & Allen (1991) had suggested these kinds of ideas.

- 1) Identification - The organization goals, values and mission are being acceptance and succeed.
- 2) Involvement - Volunteers are being participated into the organization with a full of their willingness.
- 3) Loyalty - The loyal feeling should be held in a strong manner and can't be separated from their thought. They will be very faithful towards the organization.

The employee does have their own kind of behaviors which would affect the organization commitment level. There are several individuals who would motivate their selves from being lazy and they will focus towards the organization goals. There are several individual who would not care about the organizations goals but they might be influence towards social missions. Long-term of membership can be advised able towards committed employee. Most of organization is becoming worried with their own employee whom failed to show their loyalty and dedication towards their organization. Employees do change or transfer jobs due to lack of commitment level towards the organization. These kinds of attitude would affect the entire organization turnover or economical level. Commitment can be brief into 3 characteristic which is employees belief, behavior and their attitude. According to (Steers, 1997; Mowday, R.T, Steers, R.M, Porter, L.W (1979), consisting of employee with higher level of commitment would increase the rate of achievement of the organization goals. Therefore, these kinds of individual will consist of desire to succeed and they would have a better behavior and attitude .

2.1.1 Affective Commitment

The definition of affective commitment is employee with a positive emotional and responsible in the organization. A committed employee would be working and perform his task in a better level. They will also commits to the organizations extra task as willing. Traditionally, the amount of commitment of an employee can be scale according to their ages, sexual, educational level and experience. N.J Allen and J.P (1990) suggested that this kinds of problems can't be blame fully because the most important to have a committed employee is their own personality. Some individual does feel bored in faster rate compared to others. Therefore, affective commitment can be classified into three kinds of dimensions which is developing the organization with the involvement of emotion, define the organization's goals and vision and make sure the organization in a comfortable level for their employees. Mowday, Porter, & Steers, 1982 , the exchanges of principles would leads the advancing level of affective commitment. The organization will be responsible in providing rewards or punishing the labor with a warning memo as an contribution to improve the company level and their employee commitment scale. The literature review would express the nature organization situation for their employees.

2.1.2 Continuance Commitment

The employees trust and loyal towards the organization would represent their continuance commitment of the organization. There is a higher level of risk by leaving an employee losing his position on this organization. Thus, the organization might gain some benefits in letting the employee to drop his

position. Most of organization does faces issues such as employees leaving their position due to lack of salary or aged. Most continuance commitment employees can be found once there is some promotions are given, increase in salary or giving them a successful role within the organization. According to the employees, the cost of leaving the entire organization are much greater compared with the costs of staying on that particular organization. The types of losses can be categorized into three kinds which are monetary, professional and social. Below had described about the categorized types;

- Monetary – the salary will be losses and benefits
- Professional – The seniority or role-related skills will be losing
- Social - Losing the bound of friendship

The advancement of continuance commitment can be led by any elements which develop the cost of leaving of the entire organization according to Meyer & Allen (1991). The concept of self-investment is an employee do sacrifice or provide his entire life such as time, energy or effort on one organization growth (Allen& Meyer,1990).Increased energy and effort by employees will basically stimulate their continuance commitment .By leaving an organization the employee will loss the valuable resources spent on the organization.

The imitation process will lead towards the normative commitment process which would affect the individuals learning abilities according to Meyer and Allen (1997). The organization would belief that if the employee does not has

faith or loyal towards the leader, thus they might change over towards other organization.

2.1.3 Normative commitment

The real meaning of normative commitment is a type of employee which works for an organization just for an obligation even though there are not satisfied with their daily position or task. The higher level of normative employees would remain in the organization just for others satisfaction. As an example, an organization had provided that particular employee some payment for their past depts. and they had to work just to complete that depts. payment. These kinds of situation do occur based on certain factors. Scholarship students can become the normative commitment because they might join and work for that organization just to repay back their contract. Additionally, the organization might have reward the employee in advance and they had to stay in that organization for a particular period. Employees could work for obligation just to upbringing their family status. Socialization and exchange can become the major role of developing the normative commitment. According to Wiener (1982) normative beliefs are cause of the development of normative commitment .Normative beliefs internalized through pre-entry which is family and culture and post entry which is organizational socialization processes. The second mechanism which operative in the development of normative commitment is the principle of exchange or also called a norm of reciprocity by Scholl (1981) and according to this principle normative commitment developed among the employees through rewards received from the organization .This will instills a sense which obligate to

retaliate with commitment. According to Eisenberger, Huntington, Hutchison, & Sowa, 1986), the organizational commitment are relaying on the perception of employees. If the employee does highly support the organization, then it would increase the level of organizational commitment according to the Steers (1997). The long-term advantages of the organizations are depends on the employee's commitment.

2.2 The significance of Organizational Commitment

Work commitment does play an important role for every organization. Committed employee will be leading the organization towards its goals. Work commitment is also can be known as desired to work because they will be too loyal and trustworthy to their organization. According to Kanter (1968) commitment to an organization also has strong relation with the profit from participating and also the cost of leaving the organization such as loss of stability of a working environment and the prestige. According to Angle & Perry, 1981, employee's decision to quit from an organization is inversely related to the organizational commitment. When there is higher level of organizational commitments and high commitment loyalty will result to low levels of turnover. Therefore, the constant workforce can be succeeded and sustained against the external environment changes. According to the Liu Chiu and Fellows (2007), every motivated individual would be capable in completing their tasks and job in a better performance.

The interrelationship between commitment and job performance can be gain in a positive manner which was reported by Wiener and Vardi (1980). For this

current competitive economy, organization requires to consist of less amount of resources such as machine, man power and etc., and the amount of production should be higher. Committed employees will be very helpful for this kind of situation because they will be willing to proceed with extra task. Organizations will be happy in gaining a higher level of productivity while lowering their resources.

The organization should decide whether they want to make their organization towards a higher level or not because they need to consist of committed employees if they want to grow their organization. Therefore, the organization is expecting to produce a higher level of productivity with a small amount of resources. Organization with committed workforces would consist of workers that are dedicated, no absent even though they are sick and remaining in the same organization.

Moreover, leaders in that particular organization should understand and learn to manage any kind of obstacle being faced during leading the organization.

According to Meyer and Allen (1997), a committed employee would stays in that organization no matter what circumstances are faced by the entire organization. Therefore, they would also work for their organization goals without acknowledging any obstacles. There is a high advantage in consisting of committed employee

2.3 Definition of Leadership

The leadership concept does have some issues for past decades, cultures, boundaries and countries. The issues have been written in various contexts and theoretical foundation by some well-known researchers. The existence between employee and organization would require a leadership concept most commonly. The actual concept of a leadership is inventing a better communication intercept between the employee and the organization. Therefore, leadership is also a concept that would motivate and support other followers towards the coordinated path. Leadership style can be the key determinant of the organization's success or failure (Lok & Crawford, 2004)

According to Yukl (2006), he defines that leadership is build inside an individual who consists of various kind of traits, behavior and attitude. That particular person should be capable in making decision while overcoming a pressured obstacle. Therefore, leader should be capable in communicating between three or more members in an organization to assign or restructure their task according to that situation. . According to Dansereau , Yammarino & Markham (1995), the chain of leadership do consist of leaders, followers and connectivity between them .According to Ngodo (2008),in order to achieve organizational goal there is mutual effect and relationship between leader and subordinates .

2.4 The Importance of Leadership

Even though, Countries do require effective leaders to build that country towards higher level. In our past decades, leaders do play a major role in conducting success of our country organization. Therefore, leader's is also important in motivating their employees to increase their organization potential according to Bass(1990), Collins & Porras (1996) Manz & Sims(1991)and Sarros & Woodman(1993).In the context of manufacturing environment leaders and managers need to ensure total collective efforts are energized in order to achieve the organizational mission and vision. Bennis and Nanus (1985) has argued that a business with lack resources can still can be solved and but a business or an organization lack of leadership has minimum chance for survival.

According to Chandler (1962), Katz & Kahn (1978), Peters & Waterman (1982), the leadership concept does play major element in determining the organization. Therefore, leadership is fully responsible in the success and failure of an organization added by Bass(1990). Additionally, only the leaders and manager are the one who could weaken or strengthen their employee's self-determination. This kind of action would affect their company's success. According to Russ-Eft (1999), there are many kinds of ways can be utilize to understand employee's situation but it does have a higher level of risk factors. Gebert and Steinkamp (1991) suggest that giving pressure onto the relationship between leadership and employee would lead the organization towards success. Therefore, McDonough and Barczak (1991) do suggest that leadership style should be wise and fast in making up their decision because it

would influence the rate of production in the companies. Additionally, the leaders and managers should respond aggressively to advancement that occurs on the internal or external.

Niehoff, Enz, and Grover (1990) strongly urged that the degree of employee commitment rely on the overall management culture and management style driven by top management actions. Likert (1961) believed that participative group management can achieve higher productivity and greater involvement of employees. Better relationship in an organization can allow manager's to focus on the needs and expectations of subordinates to establish and maintain effective work groups. Tosi and Tosi (1970), Long (19780) and De Cotiis and Summers (1987) has also proved that employees which are close with the leaders or managers during a decision making process would increase their level of commitment on the organization. There are thousands of studies and research based on leadership effectiveness but it had been proven that there was no profile that creates a great leader. Leaders should be consistently kept on understanding of their various kind of behavior employee all the time. Therefore, the leaders should analyze the act of the employee in their workplaces and utilize the most effective leadership style according to their criteria. These are the main reasons why leadership is very important in organizations. A successful leader will consists of high level of understanding and knowledge in interior or ulterior of workplaces. Investors, stakeholder and financiers acknowledge that the importance aspect in of business leadership as they say that a good leader could make a success of a weak business plan, but that a poor leader can ruin even if it is the best plan. Today business leaders are only thought of profit, the roles are becoming so big that it's no more

about running business .They actually making nations and creating world for the future generation. It's time to move from personnel ambitious to a larger vision, whereby more inclusive of economic need to take place.

2.5 Leadership Theories

Throughout time, leadership is built with the help of theories that can be categorized into several divisions such as behaviors, situational contingencies, traits and leaderships transformational. Based on Bass, 1990a, there are some attempt been taken during the research on leadership development according to the written theories. Thus, the relationship between the leaders and followers would produce a leadership concept. Therefore, the leadership theories had proven that it is a complex concept to be implemented on certain organization. To overcome organization obstacle, a leaders is required with higher level of knowledge and experience. In figure 2.1, there are three kinds of path to obtain leadership concept. That diagram had brief about the basic understanding of the leadership concept with an extra demonstration.

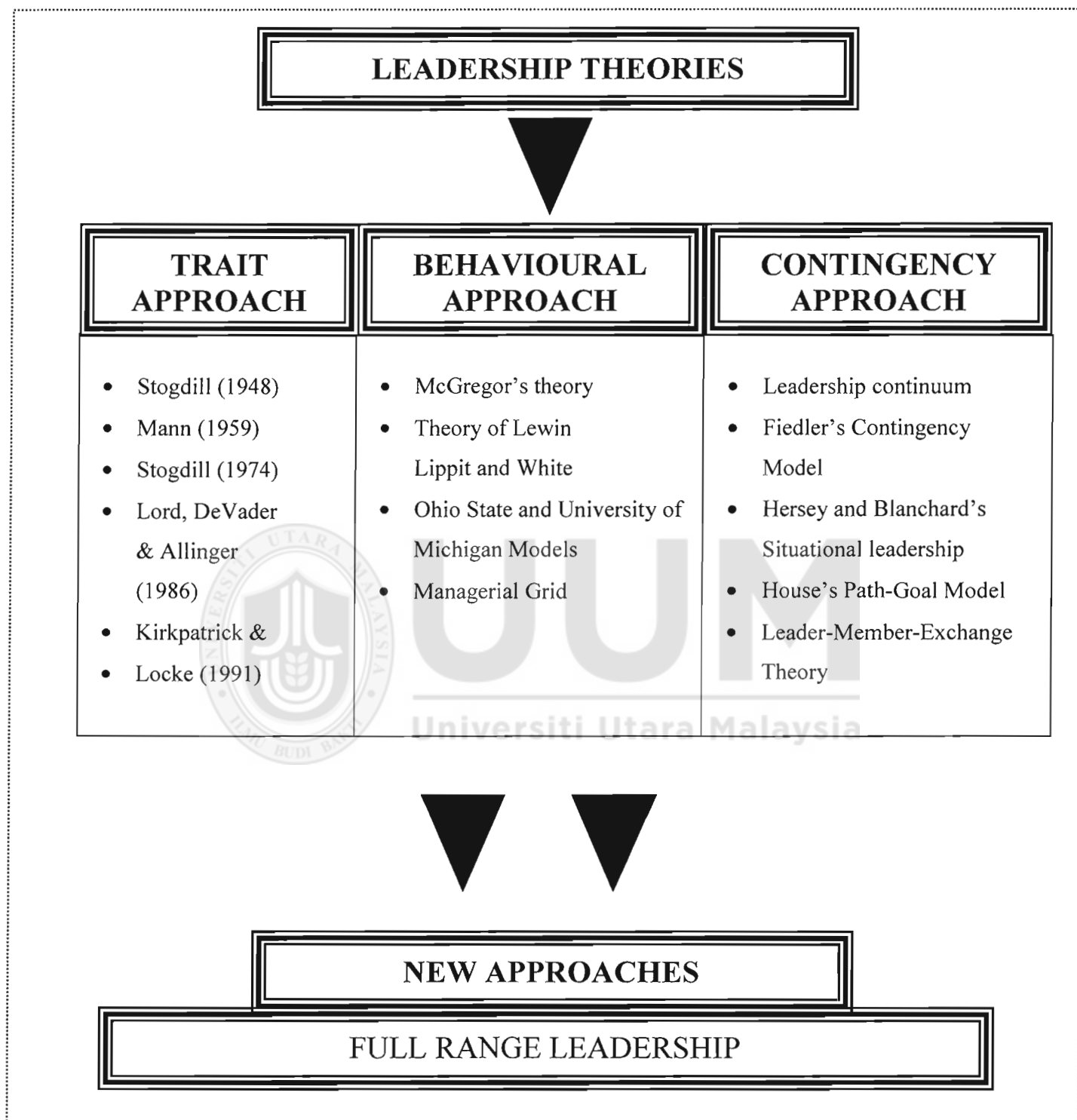


Figure 2.1: The basic Leadership Approaches

2.5.1 Trait Approach

The first experiment for leadership was about the traits approach theory. It does refer about personal characteristic. This traits research had been done by many kinds of university. The traits theory will be defining about the differences between leaders and follower because leaders will be placed in a better position. According to Bernard (1926), he told that leaders are born and can't be constructed because it requires many kinds of personal qualities. That person will be representing the entire organization and he should be capable in recruiting the entire folk towards the organization's goals. Therefore, traits theory will be referring about the differences between a leader and non-leaders. The most basic leadership quality is to consist of higher level of intellectual, experience, self-confidence, better behavior, encouragement and sociability. These kinds of characteristic will be the major key of leadership.

Based on the traits theory, a person will be fully capable in representing himself towards others in a much better way. The leader should be well-planner and well known in managing the entire task without any lapse. The traits approach is very important to become a better leader from the scratch. According to the researchers, every leader does have the similar traits but various experience and knowledge only. Therefore, traits do represent the entire generation and it is a continuous from the previous ancestor's intellectual and special experience. Although hundreds of trait studies had been conducted but this research effort had failed to link any special traits which guarantee the success of leadership. One flaw of this theory is the lacking of situational factors that can influence the level of leader's

effectiveness.(Ghiselli, 1966; Stogdill, 1974) the early studies of traits theory had failed to prove that a person must own some particular of characteristics to become effective leaders and there were a weak correlation found between leader intelligence and leader effectiveness. A leader with certain traits could be effective in one specific area but may failed on the other and it cannot be single factor that guarantees the successful of leaders .According to Bass (1981) in some cases it has been found that the leaders will be effective however the effectiveness is not guaranteed .The relative importance of different traits is depend on the nature of the leadership situation.

2.5.2 Behavior Approach

The most popular behavioral theories are Douglas McGregor's Theory 'X' and Theory 'Y', and Dr. Rensis Likert's Four Management Systems. The behavioral approach is based on the study how leaders portray their behavior in the organization that in turn increase the effectiveness of the organization as a whole. According to Saal & Knight (1988) leaders were not born but effective leadership style can be taught .The behavioral theory assumes that leaders develop gradually by experience and maturity. Behavioral approach suggests that a leaders and managers will not behave the same way in handling situation; there will be a element of flexibility and adjustment in approaching issue or problem. According to Yukl (1989) leader's behavior base research has not been consistent and not conclusive. This problems normally are due several reasons such as inaccurate of measures, problems in determining causality in questionnaire studies, weakness in design of experimental studies and inattention to situational moderator variables. Blake, Shepard, and Mouton

(1964) had further developed theories on two-factor model of leadership behavior which is named “concern for people” and “concern for output.” In this studies he examines behaviors into the two primaries subject either task or people. However, the behavioral approach is responsible for the developing the classification of leadership styles .This approach has provided managers suitable opportunities to secure greater insight into their own behavior.

2.5.3 Contingency Approach

There is an additional theory for leadership which is contingency theory. It is a theory that speaks more about adjustable and flexible of leadership. Most commonly, this theory is more effective compared with others. This theory will be based on democratic, autocratic and other kind of leadership system. Actually an ideal leader will be providing a conclusion by interpreting and analyzing the entire circumstance. Obstacles will be overcome by leaders. They would consider the background, situation, problem and etc. before conclude. According to McCall (1977) in the situation of hectic and fragmented pace of managerial work and it is quite impossible for the managers and leaders to apply complex theories and approach for every type of situation. According to Saal & Knight(1988) situational theory allows leaders to be and act differently in every aspect of situation . This theory will be applicable for any leadership according to different aspect. Therefore, the leadership model is developed into 4 stages from immature stage towards mature stage which had been suggested by Hersey’s and Blanchard’s.

Stage 1 = Direction

Stage 2 = Explanation

Stage 3 = Participation

Stage 4 = Delegation

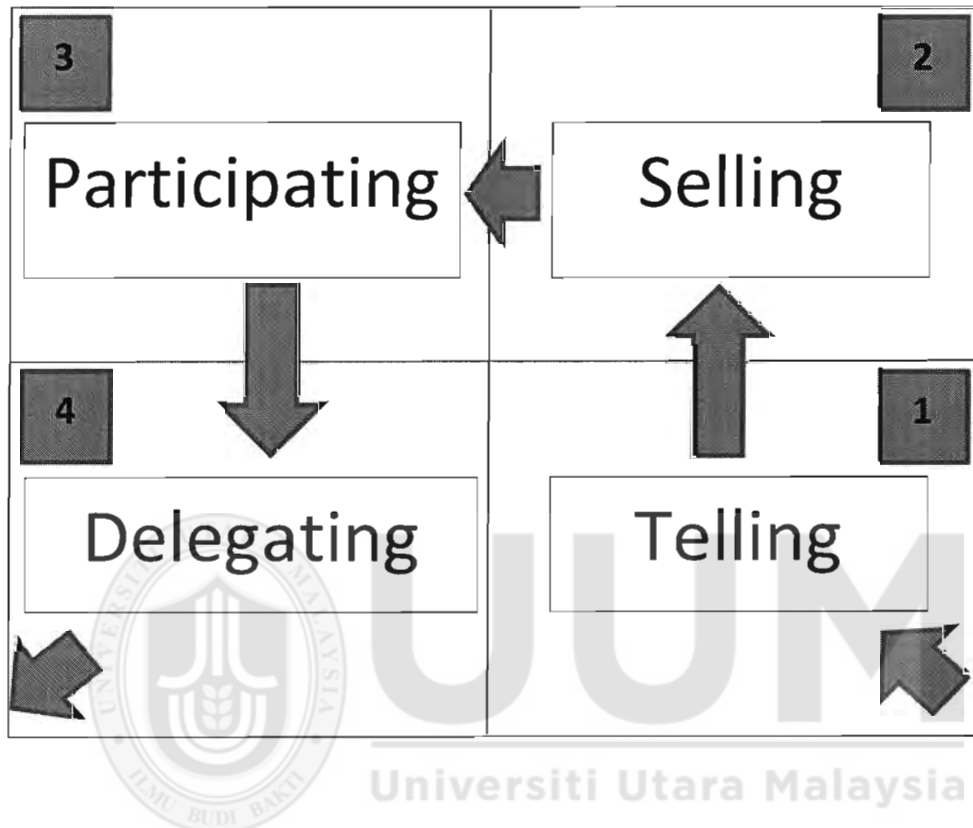


Figure 2.2: Hersey's and Blanchard's Situational Leadership® model

The contingency theory is the most popular and effective theory for leadership concept which had suggested by Fred E. Fiedler" (Bedeian Arthur &Glueck, 1983). This theory would brief about the performance that can be done by the leaders during leading their employee and basically an explanation about interaction between leadership style and situational favorable. According to Fiedler's model the effective of leadership would increase the organization turnover. Therefore, it would increase the reputation level of the leaders and their communication skills between their followers. The contingency theory also explains about the leader's responsible and supporting level. The leaders

should be responsible in guiding their followers towards their organization goals. Leadership substitute's theory identifies aspects of the situation that make leadership behavior by hierarchical leaders redundant or irrelevant. Various characteristics of the subordinates, task and organization serve as substitutes for leadership and / or neutralizers of its effects. (Yukl, 1989).

2.6 FULL RANGE LEADERSHIP APPROACH

The Full Range Leadership Approach which has been developed by Bass and Avolio (1994; 1997) includes a range of leader behaviors. This approach explains that the leaders uses many different kind of leadership style. According to Bass & Avolio, 1994 the range of leadership style starts from transformational leadership to transactional leadership and reaching to the lowest leader interaction of laissez-faire leader style. This leadership styles described and believed to have an effect on individual and organizational level (Bass, 1990a; Yukl & van Fleet, 1992). Bass (1985a) based his descriptions of transformational and transactional leaders based on Burns's (1978) ideas. Burns (1978) proposed that one could differentiate ordinary from extraordinary leadership. Trottier *et al.* (2008) suggested that Full Range Leadership theory of Bass is a strategic organization development and was designed to enhance the impact of leadership on employee commitment.

Transactional leadership is an exchange relationship that involves the reward of effort, productivity and loyalty. The leaders transformational do change the level of development on the organization and its follower's emotions towards a positive manner. It creates a higher level of motivations and vision for the

upcoming future growth of the organization. During the transformation of the leadership style, the leaders will begin to motivate their followers beyond their expectations. So this would increase the employee's confidence level and develop the entire organization towards the next level. The followers would begin to feel a greater amount of respect and trust on their leaders based on the transformation of their leaders. According to Bass & Avolio, 1990b the "backbone" of this theory is that followers are more motivated to enhance their performance by transformational leadership compared to transactional leadership.

2.6.1 Transformational leadership style

According to Garcia Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez (2012), they defined Transformational leadership as supporting the employees to accomplish their organizations mission and enhance the perception of mutual interest. Thus, they will put their entire effort to achieve the organization's goals. Always they do figure out a method to ensure that the followers achieve their organization goals. The transformational leaders will always motivate and guide their follower to achieve their organization goals. The actual definition of transformational leadership is to motivate their employee and influence them to become a committed employee. Transformational leaders would have a higher level of ideas and behaviors than their followers. The leaders will be performing in a higher level of expertise in guiding their followers. Bass and Avolio (1990b) do suggest that the transformational leaders will become the follower's inspiration and they would be self-motivate to achieve their task. Respect will be found in between the relationship of the transformational leaders and follower. The

transformational leadership would develop a high level of trust and respect on their employee. Soon, the employee would be loyal to their leader and the organization. It would increase the organization turnover and its productivity. The transformational leaders are capable in solving any kinds of problems while encouraging others. Bass and Avolio (1994) also suggested that the transformational leaders would develop their follower's encouraging and thinking capacity to face their future obstacle. According to Dubinsky, Francis Yammarino, Jolson and William (1995), they suggest that the leaders will be highly intellectual in deciding conclusions and they would gain the trust of their followers.

The leadership transformational can be characterize into five aspect according to Avolio, Bass & Jung, 1995; 1999; Bass, 1985a; 1997.

1- Idealized influence (attributes)

2 - Idealized influence (behavior)

3 – Inspirational motivation

4 – Intellectual simulation

5 – Individualized consideration

The leader's inspiration motivation does lies on his behaviors and decision making skill on the upcoming criteria. According to the Avolio, Waldman and Yarmmarino (1991), the leader's behavior would represent his entire personal accomplishments and develop the employees trust. These potentials are realized through intellectual stimulation and individualized consideration when the person is involving a leadership role. These kinds of behavior would

inspire their followers towards a higher level of confidence and assured that their leader is more capable than anyone in overcoming a dilemma. The leader's inspirational motivation would increase the strength of trust onto their employee in achieving their companies' vision.

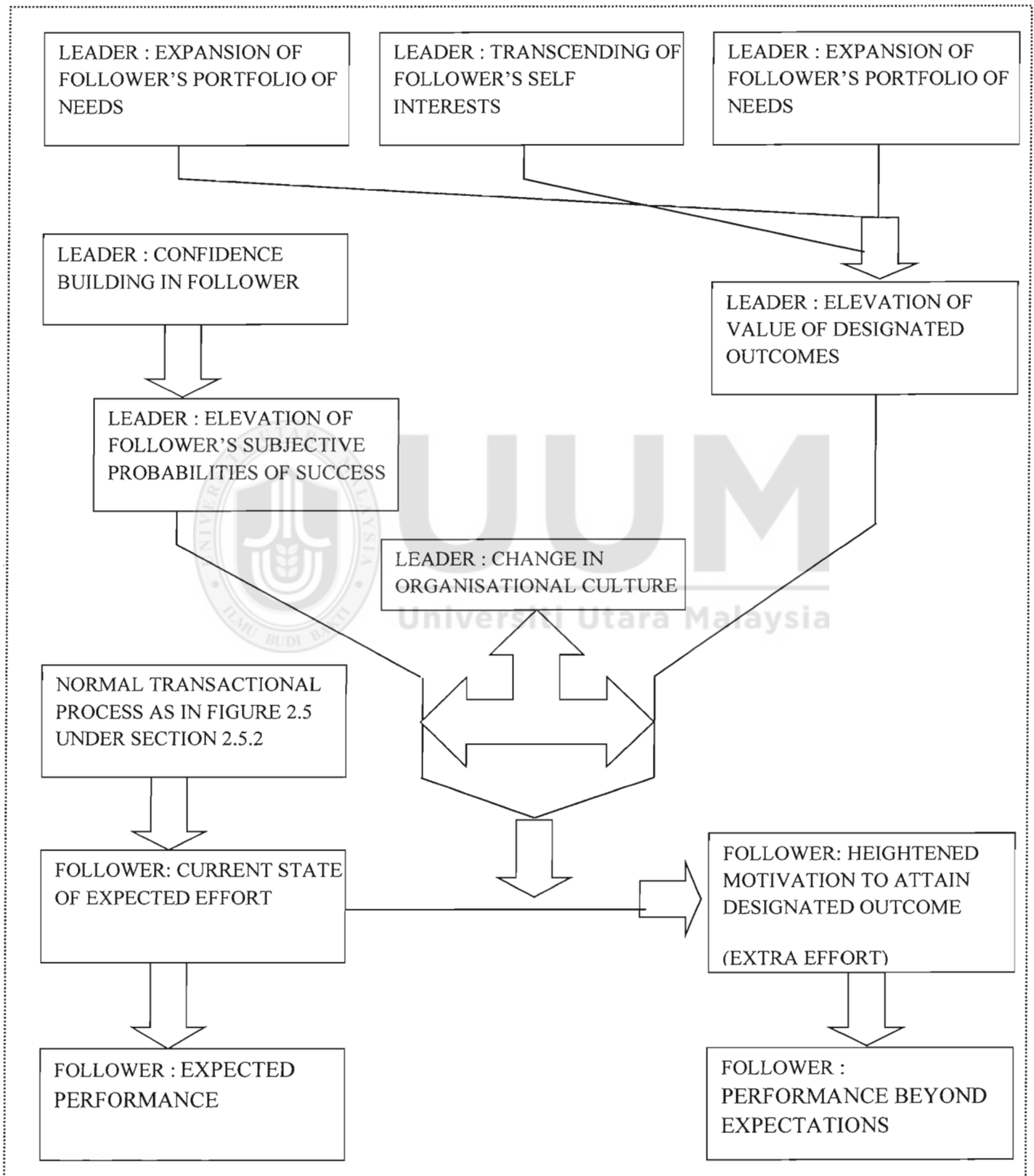
They will be capable in listening and helping their followers to build their own confidence level. They do trust that growth of an organization is based on the individual's developmental. These kinds of leaders would get rid of any obstacles in the system and prevent their followers development towards an optimum performance. Sometimes, leaders will become a coach, mentor or subordinates for their followers. Based on Bass , 1985a , higher expectation are gain by the subordinates during their leaders inspirational motivation. They are capable in handling sophisticated issues in a very simple manner by utilizing various symbols or methods to focus their efforts. Self-determination do represent the higher level of commitment and responsible in achieving the future goals Bass , 1985 suggest that a transformational leader would always provide intellectual stimulations to employees all the time by supporting their employee whenever they are meet with some obstacles. As the latest method in achieving organizational goals and objectives, the leaders need to keep on eye of the status quo and inspire the employee all the time. Subordinates always feel comfortable to work under this kind of leader because these kinds of leaders prefer to take advice or suggestion from their subordinates. The transformational leader motivates their followers according with several methods which can be seen in figure 2.3.

The leaders are able to expand the follower's portfolio of needs. According to Maslow's Hierarchy the followers are not only concerned with the basic needs such as safety, physiological, and social needs but is also concerned with higher order needs such as esteem and self-actualization. Through engaging the five components of the transformational leadership style the leaders able to build confidence in their subordinates which along with the increased portfolio of needs, changes the culture of the organization. As opposed to the purely transactional approach, followers now have a heightened view of the probability of success and value the designated outcomes to a greater extent.



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Figure 2.3: Transformational leadership process (Bass, 1985a)



2.6.2 Transactional leadership style

According to the Bass (1985b; 1990a; 1990b; 1999), the relationship between leader and follower can be negotiable. The negotiable leadership theory does conclude about social learning and social exchange of theories. It does represent the nature of leadership (Deluga, 1990). It provides realization among the leaders based on social interaction between the leader and follower (Van Seters & Fields, 1989). The negotiable leadership can be categorized into two various which is the use of contingent reward and management by exception.

Transactional leaders is actual an active management that is applicable in monitoring the followers to ensure whether they did not perform any mistakes. Therefore, the passive management would interferes once there is a mistakes occurred by the employee. Most commonly, the transactional leadership is a reversible relationship which involves efforts that had to be done by both sided. The level of loyalty and productivity had to be done by the both individuals to succeed their organization's task. Usually, the leaders will be helping and guiding their followers to complete a task in a successful manner which can be seen in figure 2.4. The leaders always tried to fulfill of their followers basic requirement. Therefore, according to as Bass(1985a) transactional leadership are always tried to fulfilled the basic requirement for their followers such as motivation. The main focus in transactional leadership is role clarification.

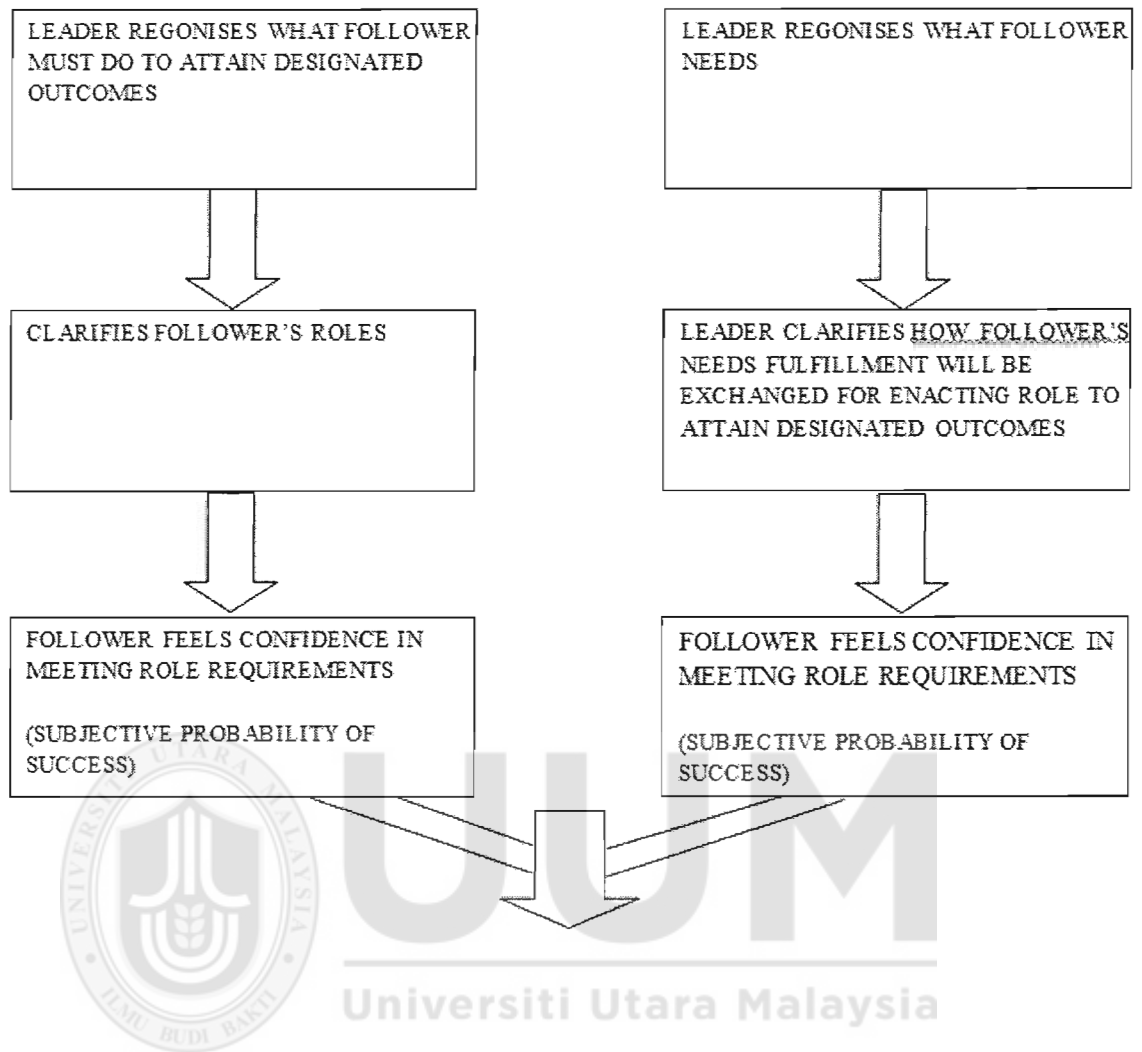


Figure 2.4 Transactional leadership process (Bass, 1985a)

2.6.3 Integrating transformational and transactional leadership styles.

Hater and Bass (1988) have highlighted out that contrasting transactional and transformational leadership does not imply that the models are not related. There are certain differences between transformational leadership and transactional leadership. The transformational and transactional leadership can be not related and can be describing as the bipolar leadership styles

As mentioned previously Bass (1985a) both leadership style do have some similarities which is both wanted to achieve their organization goals and objectives. Transformational leadership does trust in compromising their followers from being absence and changes them into committed employee but transactional leadership prefers to have a better relationship between the leaders and followers. There is a positive effect on the both leadership styles. They both prefer to form a leader that could improve the follower's behaviors and achieve their organizations goals.

Studies by Guzzo, Yost, Campbell and Shea (1993) the effectiveness and performance of a group could be affected by transactional and transformational leadership styles. Transformational Leadership is believed to have higher performing work group compared to transactional and laissez-faire leader's. The groups of workers also reported to have a better satisfaction to complete the task (Bass, 1985a). Transformational leadership is significantly related to other outcome variables like follower perceptions of the mission clarity, the role clarity, and the openness of communication

(Hinkin & Tracey, 1994). Any particular leader might employ both forms of leadership, as these comprise independent behaviors.

2.7 Limitation of transformational leadership

There are several disadvantages in the transformational leadership. The potential of that concept can be abused as it keeps on changing people according to its new motive and vision. Both of the leadership style which is transactional and transformational do have some similarity in consisting a strong level philosophical and ethical component. According to Bass 1985a, transformational leaders should wear a white shirts or black hat as their signature or representative. Therefore, transformational leaders are used to provide motivations for their followers and they are self-motivated too. Transformational leadership has its own concept which is motivating and helping their followers to advance their organization. Transformational leadership has its aim and they will lead and help their followers to move towards the expected stage. In this study, the leaders are given a proper and suitable consolation in guiding their followers. Thus, most attention is required on leaders, so they will be capable in encouraging their followers towards the organization goals.

2.8 Review of Prior Empirical Studies on the impact of leadership behavior on organizational

Leadership concept is one of the most essential part in improving the organization performances. Leader is a person who will decide and develop the organization resources and production level. Several prior research have found that a positive relationship between behavior and organizational commitment (Avolio, Zhu, Koh & Bhatia). Research had had also proven that a leader with positive behavior and attitude would achieve the organization goals. Mottaz (1988) examined 1385 employee from various occupations found that employees who gain support and friendly relationship from superior had a strong and positive commitment to organizations. Considerate leader's is believed to create employees who are more committed to the organizations. Research showed that employee who gets a good support from supervisors has resulted in less absence among subordinates (Tharenou,1993).

Becker (1992) has examined employee's commitment to different constituencies and discovered that employee's commitment to top management, supervisors and workgroup contributed significantly beyond commitment to the organization. Kent and Chelladurai (2001) also found that individualized consideration has positive relationship both affective commitment and normative commitment. According to Bass,Rigio.,(2006); Drucker , (2007) company's success is due to organizational performance , employee job satisfaction and employee commitment .Some researcher have also suggested that leaders motivate and help their employee to be competitive by using effective leadership styles .(Bass , Rigio ,2006;Luftman,2004).In

order to increase then organizational performance a leader need to able to promote creativity and innovation .It can be achieved through effective leadership which involves motivation , management , inspirations and analytical skills.

Therefore, leaders must be highly intellectual in addressing their organization issues and understanding their employees demands. Strong and positive relationship is required between the leader and follower. Responsible leaders can be discovering by guiding and supporting their employees to overcome a situations.

An organization success can be seen by the employee's commitment level and their performance towards the organization. Therefore, some of the leaders would motivate and help their followers to achieve company goals. To increase the organization status or level, the leader should be capable in innovating and motivating their followers. Higher level of motivation, inspiration and management skill would represent the leadership level of a leader.

2.9 Summary

In this chapter, a brief overview about previous studies on this matter had been presented. Therefore, various authors do agreed that a non-trained leader would drag the entire organization towards failure level. Thus, an excellent leader will be capable in building a successful organization according to (Bass,1994;1997). The comparison between leadership and management had been presented on this particular chapter. The three various leadership theories

had been discuss with their advantages and disadvantages. Each of the leadership concept had presented their effects on the relationship between followers and their leaders. The advancement of transformational leadership from transactional leadership are developed by The Full Range Leadership Development Model. Soon, Prujin and Boucher (1994) had given their support towards the theory that state transformational leadership is produced from the extension of transactional leadership. According to the researchers, the leaders style will change based on their current situation.

The subordinates could provide an outcome beyond the expectation of the leadership styles which is transactional and transformational (Bass, 1997). Leaders are capable in providing their employee's desire to gain their trust and loyalty towards the organization. According to the Bass, 1990a, the leadership research had proven that the employees trust and loyalty is more powerful than anything else. According to the price (1997), he suggested that employees are very hard to be committed into an organization due to lack of leaders confidence level. The literature had described the leadership style in representing the entire organization.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This study with its related research design is planned to gather the necessary information required to establish the relationship between hypothesis variables and to determine the relationship between leadership style and employee commitment. This chapter discusses the theoretical framework, hypothesis, research design, variables and its measurement, data analysis technique, reliability and validity of the result. The sub topics will further discuss regarding the population, sample, sampling design, unit of analysis, data collection method, instrument, types of variables and its measurement method, types of statistical software to be used to analyze data collection and finally the method to confirm the hypothesis relationship. This chapter delivered details on the research methodology. The development of the questionnaire also has been discussed together with the purpose, objective and also literature reviews. Pilot test also will be conducted to make sure the questionnaire is reliable to be use in the present study.

3.1 Research Design

The research design would be representing of the entire frame work of the research. It will provide the important details and procedure of the research. Therefore, it might resolve the research problems according to the objectives. The main aim of this research is to investigate the relationship between the leadership style and the employee's commitment level towards the organization. There are two kinds of leadership style in this research which is transformational leadership and transactional leadership. That studies do have some correlational as independent variable is included which is transformational leadership and transactional leadership. The measurement of linearity between two variables will be from -1.00 to +1.00. The larger the correlation would represent the stronger linkage level while the lesser would represent the weaker linkage level. In Panasonic Energy Kulim, may or may not prove these kinds of independent variables on their organizational. The research will be measurable from the hypothesis. This research flowchart can be viewed in figure 3.1. It consists of the following methods:

This overall research information is combined from the Panasonic Energy Kulim Malaysia. The information is highly confidential and privacy. Therefore, the respondent name was not written due to privacy manner. The order of this research would be provide according to our procedure. The task performance and discussion are combined together with managers and follower/employees.

Figure 3.1 Flowchart of the Research Design

Steps	Activity
1	Selection of basic research method
2	Survey Questionnaire
3	Selection of sample design
4	Nonprobability Sampling
5	Collection of data
6	Editing and coding data
7	Data processing and analysis
8	Interpretation of findings
9	Report

3.1.1 Research Site

This study was conducted in one of the leading Multi-National Company located in Kulim High Tech Park Kedah Darul aman i.e Panasonic Energy Malaysia Sdn Bhd a Japanese owned company which was chosen as a sample of companies in Kulim Hi Tech Park to conduct a study . This MNC group of companies which is operating in Malaysia consists of 17 other Panasonic company which is related to various nature of business .Panasonic Energy Malaysia Sdn. Bhd. was established on 13 December 2011 in Kulim Hi-Tech Park, Kedah, Malaysia .The company started its full scale solar module manufacturing production in August 2013. The factory is fully integrated plant which consists of three manufacturing department wafer, cell and module with an annual production capacity of 300 Megawatt.

As part of the Solar Business Unit, the company produces HIT (Heterojunction with Intrinsic Thin-layer) solar modules, which offers one of the world's highest conversion efficiency.

Permission was obtained from the management of Panasonic Energy Malaysia Sdn. Bhd , prior to conduct the study as it would allow the research to be official and to get better response rate from participants .

3.1.2 Population and sampling procedure

Sekaran (2000) defined a sample as a subset of the population in question and comprises a selection of members from that particular population. Since the objective of the study is to explore the relationship between leadership styles and employee commitment. The target of the population for the study are the employee of module department of Panasonic Energy Malaysia Sdn Bhd which is approximately 169 employee . The sample of this study were the operators which is categorized as non-management staffs, as they are directly involved in the operation work .A total of 169 questionnaire were distributed and 120 questionnaires were completed and returned, resulting in a response rate of 71.01 %.

According to Zikmund, 2003 to get a representative sample of the target population a sample survey was used. A target population is 'the total collection of elements about which we wish to make some inference' (Cooper &Schindler, 2003, p. 179). The main source of quantitative data for this research has been the self-administered Questionnaire survey. In this

questionnaire the respondent will take the responsibility to read and answer the Questionnaire' (Zikmund, 2003, p.244).

3.1.3 Questionnaire Design

Questionnaire design would provide a better deal in achieving the organization goals in a relevant and accurate mode. According to Presser and Blair (1994), Ticehurst and Veal (2000), Neuman (2006), and Zikmund (2003), would consider that questionnaire design could reveal other factors such as below;

1. Relevancy of the questions
2. Wording of the questions
3. Number of the questions / Questionnaire length
4. Sequencing of the questions
5. Pilot testing
6. Measurement and Scaling



3.1.4 Relevancy of the Questions

Information are collected according the requirement in solving the problems that obtained by the questionnaire. The relevant question was included to ensure it is asked based on the research purpose.

3.1.5 Wording of the Questions

Certain survey participants were not able to communicate with fluent English. They were from various social and cultural backgrounds. Neuman (2006) had suggested that particular attention should be given for the wording of the questions. The respondent should really understand and clear term of the question before replying.

3.1.6 Number of questions/ Questionnaire length

It is generally assumed that questionnaire length has a significant effect on survey response rate. It is one of the most frequent reasons sample members give when refusing to participate in a survey (Burchell & Marsh, 1992). Accordingly, a 5-page Questionnaire comprising 42 questions was prepared by the researcher. All the pages were numbered and the questions were printed in 12-point Times Roman fonts for ease of reading.

Table 3.1: Layout of the Questionnaires

Section	Variables	Number of items
A	Respondent background	6
	<ul style="list-style-type: none"> • Gender • Age • Race • Marital Status • Academic qualifications • Years of service in the company 	
B & C	(B) Multifactor Leadership Questionnaire	18
	(C) Organizational Commitment Questionnaire	12

3.1.7 Pilot Testing

The pilot test is a detail collector. It would collect the entire data from a small population of the research project to guide larger studies according to Zikmund, 2003. It is capable in discovering weakness of the research by evaluating the questionnaire items and their reviews according to the precise wordings of the questions. In this test, there were 20 respondent selected randomly to answer the questions. The pilot test had discovered some of the poor level of wording and question which had be oversight. Therefore, some of the wordings in the questions had been improve.

3.1.8 Data Collection

Interview, observation and questionnaire are the most common methods of data collection according to Bless and Higson-Smith (2000). In data collection mechanism, questionnaires are the most productivity and effective method which would provide the exact points and measurement of variables. Data gathering was conducted via self-administered survey questionnaire the measurement instrument namely survey questionnaire were distributed to all Module Department manufacturing operators of Panasonic Energy Malaysia Sdn Bhd in Kulim Kedah. Additionally the approval of the Panasonic Energy Malaysia management approval cover letter which explains the objective of the study will be attached to formalize the questionnaire survey and also to enhance the respondent confidence in participating in this study research. Beside the approval cover letter from the management of the Panasonic , the questionnaire will also be accompanied by cover letter from University Utara Malaysia The total questionnaire of 169 was be distributed and was collected in 3 weeks from the distribution date .

3.2 Instruments

In this research three sets of questionnaires were used to obtain information on Demographics factor, Leadership and Organizational commitment respectively namely the *Multifactor Leadership Questionnaire* (MLQ) and *Organizational Commitment Questionnaire* (OCQ).

3.2.1 Demographic Factor

The questionnaire of this study began with the individual background's variables that respondents need to answer, which were gender , age ,race , marital status, educational level and finally work experience with current employer All the respondents were asked to choose the relevant answer among the classified response alternatives that is suitable .

There are three questions using ordinal scale which is age, education background, year of work experience with current employer .There are three questions using nominal scale which is gender, marital status and race.

3.2.2 Multifactor Leadership Questionnaire [MLQ]

The Full Range Leadership Development Theory is compactible to represent the theoretically construct of leadership which had been discussed on the previous chapter. The Full Range Leadership Development Theory had generated the MLQ. According to the Bass, Avolio and Yammarino (Avolio & Bass,1997), the MLQ depends on the leadership progression. The leadership theorist had been improvised and tested for over the years. The outcome of it had been categorized into many versions and had been advanced over the years.

The MLQ will provide a number of statements about the leadership style after undergoing test. Nearly 30 statements consists of identify and measure the basic aspect of leadership performance. Each statement are being credited between one of the nine components of the leadership various factors. The transformational leadership is capable in dividing into idealized personality and aspect. The transactional leadership style is presented with a two kinds of

factors which is called Management-by-exception-active (MBEA) and Management-by-exception-passive (MBEP). The scale ranges can be scaled in between 1 to 5 at the below figure:

Figure 3.2: Likert Scale and Scores Assigned for the Survey

1	2	3	4	5
Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always

The best valid measure of transformational and transactional leadership can be access by utilizing the MLQ instruments.

3.2.3 Reliability and Validity of the Multifactor Leadership Questionnaire

In various of countries, the valid MLQ had been presented in a large number of studies. (Bass & Avolio, 2004). Therefore, the reliability test of MLQ had been undergoing through Bass and Avolio (1994) studies. The vast selection of separate outside the studies had verified the reliability of MLQ. One of the studies had presented the reliability ranged from 0.63 to 0.92 for their initial sample. This same study presented a reliability of 0.64 to 0.92 in the replication sample (Moore, 2007).

3.2.4 Organizational Commitment Questionnaire [OCQ]

The constant commitment and affective commitment would represent the differences of commitment. The affective commitment would represent the emotional and bounding attachment. The continuance commitment will be presenting the expected range of expenses of dropping over the organization. According to the Allen and Meyer (1990), they had introduced the third type of commitment which was normative commitment. It would represent the employee commitment through an obligation towards the organization. Scale items for measuring affective, normative and continuance commitment were selected for inclusion in the scales based on a series of decision rules that took into consideration item endorsement proportions, item-total correlations, direction of scoring and content redundancy (Allen & Meyer, 1990). In this study, the affective, continuance and normative commitment of employees was assessed through the administration of Bagraim's (2004) adaptation of Meyer and Allen's (1997) 12items' three dimensional commitment measure. The measurement is given based on the three kinds of commitment. The normative commitment will be rescaled just to explain about the differences between the continuance and affective commitment. The examples of items of the affective commitment, continuance commitment and normative commitment can be seen in Appendix D. The scale is done during the respondent interview and the scales are ranged from 1 to 5 as below;

Figure 3.3: Likert Scale and Scores Assigned for the Survey

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

3.2.5 Reliability and Validity of the Organizational Commitment Questionnaire

The scale for reliability are done for affective commitment varying between 0.85, 0.73 for normative and finally for continuance is 0.79. The entire reliability will be approximately exceeded by 0.79. The measurement for organizational commitment is verified according to the preliminary evidence.

3.3 Hypothesis Development

The major aim of this entire study is to analyze the relationship between different kind of leadership style and employee organizational commitment. The hypothesis was drawn up specifically by focusing on the relationship of the various style of leadership. The relationship between various employee commitment style and various leadership style are been taken in count as the main hypothesis. The outcome of his research is based on the future leadership training program which will be conducted in this company.

3.3.1: Relationship between transformational leadership style and affective commitment

NJ. Allen and J.P Meyer (1990) define that the employee's emotional attachment would represent his effective commitment towards the organization. According to previous studies, the transformational leadership would influence the employees to respect and trust the leader. Therefore, the researchers had also supported that there is a positive bound between the

transformational leadership style and affective commitment of organizational. There is some advancement in employee's commitment due to the transformational style which had been proven. According to the hypothesis statement are being tested below;

H1: Transformational leadership style is positively related to employee affective commitment

3.3.2 Relationship between transformational leadership style and continuous commitment

The leaders' motivation and intellectual stimulation can be found in the transformational leadership according to the B.M.Bass and B.J Avolio (1993). There are no correlation between the continuance commitment and transformational leadership. Thus, a statistically significant correlation are been discover on the continuance commitment (Brown and Dodd, 1999).

H2: Transformational leadership style is positively related to employee continuance commitment

3.3.3: Relationship between transformational leadership style and normative commitment

Transformational leader would be easy to influence the normative commitment employees with some of the motivation. According to H.Owen (2004) leaders must be knowledgeable in during mutual understanding. Therefore, normative commitment would consist of a long term journey based on transformational leadership. There are found that the relationship between

normative commitment and transformational leadership style would be representing positive correlations. The study by Bučiūnienė and Škudienė (2008) has investigated the relationship between employees' organizational commitment dimensions and leadership styles and found positive correlations between a transformational leadership style and affective and normative employee commitments. On the basis of these insights the following hypothesis is proposed .Meyer & Allen (1997) identified “psychological contract “ between an employee and organizations as one of the hypothesized antecedents to organizational commitment .

H3: Transformational leadership style is positively related to employee continuance commitment

3.3.4: Relationship between transactional leadership style and affective commitment

N.J Allen and J.P (1990) suggested that the employees would be working in an enjoyable and comfortable moment on the organization. There are found that a positive bounding occur between the normative commitment and transformational leadership. Marmaya et al. (2011) had represent that the affective commitment are positively corresponded with the transactional leadership style. The proposed hypothesis is being considered according to the test;

H4: Transactional leadership style is positively related to employee affective commitment

3.3.4 Relationship between transactional leadership style and continuance commitment

B.S.Romzek (1990) suggested that the transactional leadership is compatible with continuance commitment. According to his ideology, the employees to understand and realize the benefits which can be gain if continue their job with the similar organization. Therefore, the employee will be losing their investment if they had leaved the organization. Thus, the transactional leadership and continuance commitment would be highly related. The above detail would be considerable for the upcoming hypothesis proposal;

H5: Transactional leadership style is positively related to employee continuance commitment

3.3.5: Relationship between transactional leadership style and normative commitment

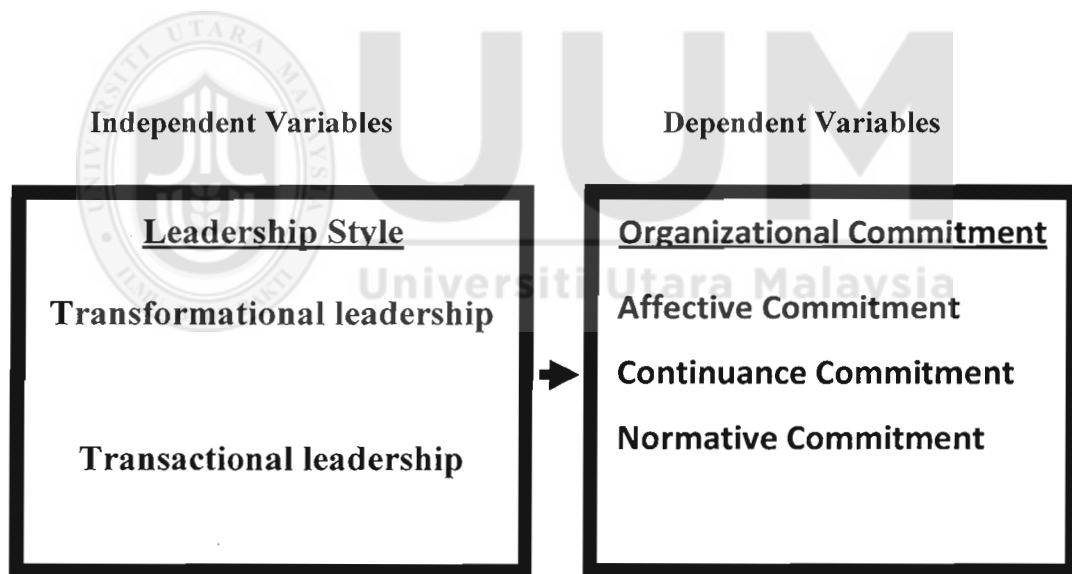
There is an impact on the organizational commitment from the transactional leadership according to Clinebell, Skudiene, Trijonyte & Reardon, 2013. The normative commitment and transactional leadership style do have some boundaries that could be positive correlation. This relationship would pinpoint between the leaders and followers which might affect their employees.

H6 : Transactional leadership style is positively related to employee normative commitment

3.4 THEORETICAL FRAMEWORK

Based on the problem statement, research objective and literature review theoretical framework was developed in this research as in the below figure. Table 3.2 lists the dependent variable and independent variables which are part of this study. Three measures of organizational commitment were used as dependent variable which is affective commitment, continuance commitment and normative commitment. The subscales for these variables are contained in the MLQ Form 5X.

Table 3.2 Theoretical Framework



3.5 Data Analysis

3.5.1 Descriptive Statistics

To determine the central tendencies of the study interest Descriptive statistics analysis was used. In this research the descriptive statistics will be used on 6 items of the respondents demography related parameter measurement namely gender, age, race, marital status, education level, and experience in current organization. The main central tendencies to be determined in this descriptive analysis were the mean, standard deviation, percentage proportion, etc which will be discussed in chapter 4.

3.5.2 Goodness of Measures

The data of Goodness are generated from the measurement of the Cronbach's Alpha Coefficient. In the Cronbach's Alpha, it would initialize the data test from the scales below. The most reliability test is being applicable by the researcher. In the Cronbach's Alpha reliability analysis, the scale of 1.0 would represent the higher consistency measurement.

•Reliability less than 0.6 considered poor

•Reliability in the range 0.7 is considered to be acceptable

•Reliability more than 0.8 are considered to be good

In chapter 4, the cronbach alpha result will be discussed. The survey questionnaire will be analyze and verified in the terms of trustworthy source.

3.5.3 Analysis of Means

The range for the levels of Transformational Leadership, Transactional Leadership, Affective Commitment, Continuance Commitment and Normative Commitment was determined by the scale score. For each of the variables, responses to the number of items were on a five-point Likert scale ranging from 1 to 5. Hence the ranges for the level of classification were determined by subtracting the minimum scale (1) from the maximum scale (5) and then divide by number of classes as shown as:

Range of levels

=

$$\frac{\text{Maximum scale}-\text{minimum scale}}{\text{Number of classes}}$$

As a result the classification defined for this study was:

Level of classification	Range of level
Low	1.00-2.33
Moderate	2.34-3.67
High	3.68-5.00

Table 3.4: Classification of Level

3.5.4 Hypothesis Testing

The determination of the significant bounding between the independent variables and dependent variables are according to the Pearson correlation coefficient analysis. The ranged for two metric variables are

between -1.00 to + 1.00. The stronger linkage can be seen from the higher range according to the table 3.4

Coefficient	Strength
0.7 and above	Very strong relationship
0.50 to 0.69	Strong relationship
0.30 to 0.49	Moderate relationship
0.10 to 0.29	Low relationships
0.01 to 0.09	Very low relationship

Table 3.4: Interpreting strength of relationship coefficient

Source: Davis (1971)

Multiple Regression Analysis has been used to examine which among the three independent variables is the most important variables in explaining employee commitment. According to Sekaran (2003), the correlation coefficient, R , will indicate the strength of relationship between two variables and it will also show how much of the variance in the dependent variable will explain when several independent variables are theorized to simultaneously influence it. Besides that the square of multiple, R^2 is the amount of variance which will explain the dependent variable by the predictors and this is known as Multiple Regression. In the event of R^2 value, the F statistics and its significant level are known; the result can then be interpreted

The frequency distribution will be carried out to calculate the responding values and it will express the counts in the form of percentage

3.6 Data Analysis Technique

Data analysis is a method where it would convert the raw information into data for further interpretation (Douglas, 1976). The data will be collected once an additional raw data had been installed into the server. The analyzing method will be in the form of statistically. The Microsoft Excel would show the captured data in its spreadsheet. Therefore, the correlation analysis will be supporting the relationship between employee communication and employee recognition. The data will be rechecking after collecting information from the questionnaires. To analyze the data, Statistical Packages for Social Science (SPSS) is utilized. The correlation analysis will assist research process in determining both the form and degree of the relationship between leadership style and employee commitment. Thus, both the strength of the relationship between variables and the level of statistical significance were assessed., once data is collected from questionnaires, several procedures have been done such as checking the data for accuracy. Besides that the questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS).

3.7 Summary

The entire methodology of this study and its workable process had been pointed on this particular chapter. The data collection and analysis results are also been attached on this chapter. This research hypothesis and its design outline were presented in this chapter itself. The final statistical analysis of the information regarding various numbers of participants and their sample size

are also been included. In this chapter, two kinds of instruments had been discussed about its reliability and validity of the data. The results of the analysis and test will be discussed on the upcoming chapter. Therefore, it will also verify whether the outcome is according to the objective or not.



CHAPTER 4: RESULTS AND DISCUSSIONS

4.0 Introduction

On the previous chapter, the research methodology had been discussed briefly. The test sample and its result will be presented on this chapter onwards. Finally, the entire description of the applicable statistical methods that are used will be provided in these studies. This chapter does provide the sample and the instruments details on each test. The data of the process, collection, capturing and analysis will be presented on this paper. This chapter will also discuss about the correlation analysis of the research is similar with the hypothesis. Descriptive statistics method was used to summarize the quantitative data and relationships which are not apparent in the raw data. This will help to interpret and understand the results better.

4.1 CHARACTERISTICS OF TARGETED SAMPLE

4.1.1 Response rate

Total of 169 subordinates were targeted and total of 120 questionnaires were completed and returned, which is resulting in a response rate of 71 %. Finally resulting in total sample size of 120 subordinate raters.

4.1.2 Demographic Analysis

The researcher used descriptive statistic such as frequency, percentage, and mean standard deviation to analyze the demography factors such as age, gender, ethnic, education and length of service.

Table 4.1 : Summary of Demographic Variables

No.	Demographic variables	n	%
1	Age		
	Below 20	6	5.0
	21 to 30 years	84	70.0
	31 to 40 years	27	22.5
	41 to 50 years	3	2.5
2	Gender		
	Male	68	76.3
	Female	52	23.7
3	Ethnic		
	Nepalese	54	45.0
	Malay	38	31.7
	Indians	28	23.3
4	Years of working		
	6 to 12 months	60	50.0
	13 to 19 months	13	10.8
	19 to 25 months	19	15.8
	More than 25 month	28	23.4

Demographic data had been collected in various aspects and Table 4.1 presents the summary of the demographics results. The results of the study shows majority of the respondents which is 70.0% were in the age range 21 to 30 years old, followed by 22.5% were in the age range 31 to 40 years and 2.5 % were in the range of 41 to 50 years old and finally 5.0 % of the respondents were below 20 years old .The statistics shows that 45.0 % of the participants were Nepalese, 31.7 % were Malays and 23.3 were Indians. In term of gender 76.3 % of the participants were males and 23.7 % were female.50 % of the working force have 6 to 12 months of experience working with the current employee, 23.4 % have more than 25 months of working experience while 15.8 % have 19 to 25 months experience and 10.8 % of the working force have 13 to 19 months experience. Demographics statistics also shows 41.3 % were married and 58.7% were single.

4.2 DESCRIPTIVE STATISTICS

The descriptive statistics of the variables will be discussed on this section. Descriptive statistics were used to summarize the quantitative data, enabling patterns and relationships to be discerned which are not apparent in the raw data. The main concept of this method is to conclude the both variable with the centre of data. According to Sekaran (2000:397), the sample of the raw data should be analyse and interpreted with the stored data. From that observation, the outcome will be discussed.

There are total five main variables in this study which includes Transformational Leadership, Transactional Leadership, Affective

Commitment, Continuance Commitment and Normative Commitment. Table 4.2 below shows the descriptive statistics analysis of Transformational Leadership, Transactional Leadership, Affective Commitment, Continuance Commitment and Normative Commitment. Based on the five point likert scale used, the minimum Transformational Leadership rating was 2.11 and maximum rating was 5.00. The standard deviation value was .76 and the mean value of Transformational Leadership was 4.55. The mean value of 4.55 indicates that the level of Transformational Leadership is high.

Next, based on the five point likert scale used, the minimum Transactional Leadership rating was 1.67 and maximum was 5.00. The mean value was 4.17 at the same time the standard deviation was .96. The mean value 4.17 shows that the level of Transactional leadership style is high. Following that, based on five point likert scale used, Affective Commitment explains the minimum rating was 2.75 and maximum rating was 5.00, mean value was 4.47 and standard deviation value illustrated .74. The mean value of 4.47 implies that the level of Affective Commitment is also high. Table 4.2 below shows, the minimum Continuous Commitment rating was 2.00 and maximum was 5.00. The mean value was 4.11 and standard deviation was .88. The mean value of 4.11 indicates that the level of Continuous Commitment is high. Based on five point likert scale used, the Normative Commitment demonstrates that the minimum range was 1.00 and maximum was 5.00. The mean value was 4.76, standard deviation was .53 and the mean value of Normative Commitment indicates high. Table 4.2 below shows the summary of descriptive statistics analysis.

Table 4.2: Descriptive Statistics of Transformational Leadership, Transactional Leadership, Affective commitment, continuance commitment, Normative commitment (N=120)

Variable	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	2.11	5.00	4.55	0.76
Transactional Leadership	1.67	5.00	4.17	0.96
Affective commitment	2.75	5.00	4.47	0.74
Continuous commitment	2.00	5.00	4.11	0.88
Normative commitment	1.00	5.00	4.76	0.53

4.3 RELIABILITY TEST

The researcher conducted an internal consistency reliability via coefficient alpha or Cronbach Alpha to ensure that the measurement was consistent (co-efficient of reliability) and acted as a measure to test the stability of the measurement. Cronbach Alpha measures on how each question in the questionnaire was connected to one another and the value is said to be of good standing if above 0.8.

Therefore, the reliability of the independent variables and dependent variable were performed separately and the results for all variables show Cronbach Alpha value of above 0.8 which mean that reliability was of a very good.

Table 4.3: The Rules of Thumb about Cronbach Alpha Coefficient

Size

Coefficient Range	Strength of Association
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very Good
0.9 and >0.9	Excellent

Source: Hair et. al (2007)

The Cronbach Alpha of Transformational Leadership showed 0.953 and Transactional Leadership was 0.944 .Affective commitment was 0.811, Continuance Commitment was 0.856 and for Normative Commitment indicated 0.866. Table 4.4 shows the results of the reliability coefficients for each variable measured using Cronbach Alpha. Thus, it is concluded that the six items could be combined to measure employee commitment in a consistent manner. This also indicated that the items had excellent internal consistency

Table 4.4: Reliability Coefficients (Cronbach Alpha) of the scales

Variables	Items	Cronbach Alpha	Strength of Association
Transformational Leadership	18	0.953	Excellent
Transactional Leadership	12	0.944	Excellent
Affective Commitment	4	0.811	Very Good
Continuance Commitment	4	0.856	Very Good
Normative Commitment	4	0.866	Very Good

4.4 Inferential Statistics

The results of the inferential statistics of the study are discussed in this section. Inferential statistics explains to infer the relationship between two variables, differences in a variable among different subgroups and finally how several independent variables might explain the variance in a dependent variable (Sekaran, 2003). This section comprise of two subsections whereby the first part (4.4.1) reports the results of the Pearson correlation between the main variables of this study. The second part (4.4.2) accounts for the results of the multiple regressions which tests the hypothesis of the study.

4.4.1 Pearson Correlation

The linear relationship between the two variables had provide a highly strength in the measurement. Positive linear, negative linear and zero linear will be representing the three possible relationships that might exist between the two variables. Therefore, the coefficient is utilized to investigate of the relationship by indicating it such as mediating, independent and dependent variables. There will be two kinds of Pearson correlation coefficient which is independent variables or dependent variables. In table 4.5, the value of correlation coefficient is being presented.

Table 4.5: Rules of Thumb About Correlation Coefficient Size*

Coefficient Range	Strength of Association
+/-0.91 to +/-1.00	Very Strong
+/-0.71 to +/-0.90	High
+/-0.41 to +/-0.70	Moderate
+/-0.21 to +/-0.40	Small but definite relationship
+/-0.00 to +/-0.20	Slight, almost negligible

*Assumes correlation coefficient is statistically significant.

Source: Hair et. al (2007)

In table 4.6 below, the transformational leadership style had been represent in a positive manner of linkage between the AC ($r = .758$, $p < 0.01$). Secondly, the positive relationship with CC and transformational leadership is ($r = .729$, $p < 0.01$) and the positive relationship with the transformational leadership style with NC would be ($r = .759$, $p < 0.01$). Then, AC positive relationship with transactional

leadership style would be ($r = .829$, $p < 0.01$). The CC positive relationship towards the transactional leadership style is ($r = .811$, $p < 0.01$) and the NC positive relationship with the Transactional leadership would be ($r = .779$, $p < 0.01$). The entire summarize result would be presented on table 4.4.

Table 4.6: Correlations between Transformational Leadership, Transactional Leadership and Affective Commitment, Continuous Commitment and Normative Commitment (N=120)

		1	2	3	4	5
Mean_Transformational	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	120				
Mean_Transactional	Pearson Correlation	.823**	1			
	Sig. (2-tailed)	.000				
	N	120	120			
Mean_Affective	Pearson Correlation	.758**	.829**	1		
	Sig. (2-tailed)	.000	.000			
	N	120	120	120		
Mean_Continuance	Pearson Correlation	.729**	.811**	.848**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	120	120	120	120	
Mean_Normative	Pearson Correlation	.759**	.779**	.681**	.667**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	120	120	120	120	120

** Correlation is significant at the 0.01 level (2 tailed)

4.4.2 Multiple Regressions

The hypothesis of the entire studies would be presented on this part. The investigation on the relationship between independent variables and dependent variables would consist of six hypotheses test .

4.4.2.1 Relationship between Independent Variables and Dependent Variables

The relationship between the IVs (Transformational Leadership Style and Transactional Leadership Style) and DVs (Affective Commitment, Continuous Commitment and Affective Commitment) would propose nearly six hypotheses.

In table 4.7, the outcome of the regression investigation can be viewed. The result that is generated by that R square is 70.5% which can be viewed on the table 4.5. This value had brief that the DV (Affective Commitment) is corresponded with the IVs (Transformational Leadership Style and Transactional Leadership Style) with the value of $F = 139.756$ at $p < 0.05$. The affective commitment does represent the two IVs which is Transformational Leadership ($\beta = .236$, $p < 0.05$) and Transactional Leadership style ($\beta = .634$, $p < 0.05$). The above statement might support the below hypothesis H1 and H4.

H₁ : The comparison between transformational leadership and effective commitment are in a different kind of relationship.

H₄: The relationship between transactional leadership and effective commitment can be significant via statistical according to the organization.

Table 4.7: Results of the Multiple Regression Analysis with Transformational Leadership and Transactional Leadership with Affective Commitment (N= 120)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Transformational	.229	.085	.236	2.676	.009
Transactional	.488	.068	.634	7.182	.000

$R^2 = .705$, Adjusted $R^2 = .700$. , $F = 139.756$, $p < 0.05$

As depicted in Table 4.8, the regression results revealed that the R square value of .669. This indicates that 66.9% of variance that explained the DV (Continuance Commitment) was accounted for by the IVs (Transformational Leadership Style and Transactional Leadership Style) where the F value = 118.207 at $p < 0.05$. Further, of the two IVs, Transformational Leadership ($\beta = .192$, $p < 0.05$) and Transactional Leadership style ($\beta = .653$, $p < 0.05$) were significant predictors of affective commitment. Thus, the above findings are helped towards the hypothesis H₂ and H₅.

H₂: The relationship between transformational leadership and continuance commitment can be significant via statistical according to the organization.

H₅: The relationship between transactional leadership and continuance commitment can be significant via statistical according to the organization.

Table 4.8: Results of the Multiple Regression Analysis with Transformational Leadership and Transactional Leadership with Continuance Commitment

(N=120)

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Transformational	.223	.109	.192	2.051	.043
Transactional	.603	.086	.653	6.977	.000

$R^2 = .669$, Adjusted $R^2 = .663$, $F = 118.207$, $p < 0.05$

As shown in Table 4.9, the regression results revealed that the R square value of .649. This indicates that 64.9% of variance that explained the DV (Normative Commitment) was accounted for by the IVs (Transformational Leadership Style and Transactional Leadership Style) where the F value = 108.401 at $p < 0.05$. Further, of the two IVs, Transformational Leadership ($\beta = .366$, $p < 0.05$) and Transactional Leadership style ($\beta = .477$, $p < 0.05$) were significant predictors of affective commitment. Thus, the above findings support the hypothesis H3 and H6.

H3: They relationship between transformational leadership and normative commitment can be significant via statistical according to the organization.

H6: The relationship between transactional leadership and normative commitment can be significant via statistical according to the organization.

Table 4.9: Results of the Multiple Regression Analysis with Transformational Leadership and Transactional Leadership with Normative Commitment

(N=120)

Variable	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Transformational	.253	.066	.366		3.807	.000
Transactional	.262	.053	.477		4.955	.000

$R^2 = .649$, Adjusted $R^2 = .644$, $F = 108.401$, $p < 0.05$

4.5 Overall Hypotheses Results

The entire result of hypothesis test had been concluded in table 4.10 below;

Table 4.10: Overall Hypotheses Results Table

Hypothesis	Regression Results	Decision
H1: There is a statistical significant relationship between transformational leadership and affective commitment to organization	$\beta = .236, p < 0.05$	Accepted
H2: There is a statistical significant relationship between transformational leadership and continuance commitment to the organization.	$\beta = .192, p < 0.05$	Accepted
H3: There is a statistical significant relationship between transformational leadership and normative commitment to the organization.	$\beta = .366, p < 0.05$	Accepted
H4: There is a statistical significant relationship between transactional leadership and affective commitment to the organization.	$\beta = .634, p < 0.05$	Accepted
H5: There is a statistical significant relationship between transactional leadership and continuance commitment to the organization.	$\beta = .653, p < 0.05$	Accepted
H6: There is a statistical significant relationship between transactional leadership and normative commitment to the organization.	$\beta = .477, p < 0.05$	Accepted

4.4 Conclusion

The results of the study reveal that Transformational and Transactional Leadership style is significantly associated to effectiveness of organizational commitment (AC,CC and NC). It shows that greater level of both types Leadership contributes to greater level commitment of an employee. Transactional Leadership style in this study was a found much more popular than Transformational Leadership.



CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

Chapter 5 was a continuation from Chapter 4 where the researcher further discussed the research findings. Pearson Correlation in Chapter 4 had proven that the hypotheses of this study had been substantiated and it's confirmed that the researcher had managed to establish that there was a relationship between the Leadership style and organizational commitment.

This final chapter summarizes the findings and concludes the study. This chapter comprises of four sections. The first section presents the discussion of the results and following that implication for practice. Third section discusses about limitation of the study. Next section discussed about the recommendation for further research and following that is recommendation for future research and finally, the conclusion of this chapter.

5.2 DISCUSSION OF THE RESULTS

The relationship between the leadership style and employee commitment are being stable. The following discussion will be consisting of the comparison with previous studies and objectives will be reviewed according to the results.

Objective 1: To determine the level of Leadership Style among Supervisors in this company

In these studies, the main purpose in between the bounding of leadership style and organizational commitment are being pin pointed according to the statistical data. The outcome from the relationship is in a positive manner.

Therefore, the result of the analysis is much strongest and highly correlations. The minimum scale that was given for transformational leadership was 2.11 and the maximum was 5.00. Thus, the standard deviation rating was on 0.76. The mean value which was stated for the transformational leadership was 4.55.

Therefore, the minimum scale was given for transactional leadership was 1.67 and the maximum rating was 5.00. Thus, the mean value was nearly to 4.17 and the standard deviation is 0.96. This had proven that transaction leadership is much popular compared with transformational leadership.

Objective 2: To examine the relationship between Leadership Style and Organization Commitment

The outcome of the leadership style had presented a positive manner based on the connectivity towards organizational commitment. There were three components are found to be positive correlation between the transactional leadership with affective, normative and continuance commitment. Transactional leadership style has been discovering that it was the strongest bounding compared with the transformational leadership style. This is because the Pearson correlation coefficient analysis for transactional leadership had a correlation $r = 0.829$ for Affective commitment and .811 for Continuous commitment and .779 for normative commitment. According to the literature, the transformational leadership should be providing the guidelines and supportive towards their employees or followers to make them as an inspired identities. Transformational leadership should represent some positive

relationship with the committed employee to develop the entire organization. By implementing this transformational leadership would increase the encouragement level for their employee while advancing the entire organization. Panasonic Energy Malaysia should implement this kind of leadership program, it will show some changes in future and it will also develop the entire organization performance. To retain the existing employee and stay constant in competitive business, this leadership training and development should be implemented.

Objective 3: To determine the level of Organization Commitment among employee of the company

Based on five point likert scale used, Affective Commitment explains the minimum rating was 2.75 and maximum rating was 5.00, mean value was 4.47 and standard deviation value illustrated .74. The mean level of Affective commitment that implies is nearly to 4.47. Therefore, this affective commitment had proven that the employees are feeling comfortable and wanting to stay with the company. The continuance commitment does represent the same leadership behaviour such a positive manner. According to Meyer and Allen (1997) employees who have a strong continuance commitment will stay with the organization, because they do not want to lose the effort contributed or because they think they have no employment alternatives. Continuous Commitment rating was 2.00 and maximum was 5.00. The mean value was 4.11 and standard deviation was .88 the mean value of 4.11 indicates that the level of Continuous Commitment is also high. Continuous Commitment indicates that employees in the industry would consider the costs of leaving and staying in the organization and for Normative

Commitment demonstrates that the minimum range was 1.00 and maximum was 5.00. The mean value was 4.76, standard deviation was .53 and the mean value of Normative Commitment indicates high and it's the highest among two other commitments which indicates that the employees feel that they have a moral obligation toward their organization.

Objective 4: To identify the type of Leadership style significant in predicting Organizational commitment

In this result, it has proven that transactional and transformational style was found significant positive relationship for organizational commitment as minimum r value stands at .729 and maximum r value stands at .829. It suggests the employees to stay by motivating them. They were influence that if they leave the organization, they will be losing their investment. To fulfill this suggestion, the leader should consist of inspiring behaviors and creativity. There are higher rate of relationship between transformational and transactional with normative and continuance commitment.

It is compulsory for the organization to understand the major purpose of increasing the commitment of the employees. The leadership level should be increase to encourage the employee's commitment level in order to achieve the organizations goals.

5.3 IMPLICATIONS FOR PRACTICE

From results of this study, transactional and transformational leadership styles are significantly attached to organizational commitment. Proper implementation of leadership style really needed in order to increase the effectiveness of an organizational commitment in an organization. Leaders and supervisors of an organization should put more focus on leadership style as it can cause a tremendous effect to organization. Based from the study, each of the leadership style has their own effect towards the organizational commitment. According to Strauss, Griffin, & Rafferty, (2009), transformational leadership has the ability to enhance the commitment of the organization. In this study some information had been provided on the leadership styles towards the organizational commitment in manufacturing industry. Base on the results different types of leadership styles in the manufacturing leaders need to evaluate which leadership styles are suitable increase organizational commitment. According to Obiwuru, Okwu, Akpa and Nwankwere (2011), recommend that transactional leadership style is more preferable or more suitable to operate in a small scale of enterprise or firm compare to transformational leadership style. In addition, individuals or managers should apply more on transactional leadership style on a small firm because it can help to strategize to transfer towards transformational leadership in terms of their organizational growth and future development (Obiwuru, Okwu, Akpa & Nwankwere, 2011) .

5.4 LIMITATIONS OF THE STUDY

Ghauri and Gronhaug (2010) suggest that it is very important for academic studies to define the limitations of the study. The findings in this study should be viewed with certain limitations. One of the limitation of this study was the low response rate as this is a newly established organization. The study was conducted in Panasonic was on employees who have work with the organization for less than 3 years as the company was newly operational. Results might have been different if percentages employees are various in term of number of years employed. In addition, the questionnaires were distributed to all respondents in module department of Panasonic Company. Therefore, other department will not be capable in presenting these responses to the entire manufacturing industry in Malaysia. Otherwise, this research does cost in a higher rate which might be hard to implement over the country. This research should generate not only to manufacturing organization but to various organizations. This research should be the key for upcoming research based on these topics.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

There are several recommendations had been given to settle the limitations that had been encountered during this research? The improvement suggestion had been followed to overcome certain obstacle in industrials. This research should be implemented not only in manufacturing sector but should also be implemented in other sector as well. This kind of research could improve our

nations and local industrials working lifestyle. Therefore, the leaders can also gain some of the trustworthy employee for these industrials.

The sample of this research study is basically chosen from module department. It may not fully represent the whole Malaysia's employee commitment in manufacturing industry. This research should be improving and implemented in other states in Malaysia but should be reconsidering in cost. To provide a reliable findings, time and cost should not be avoid achieving the goals. Panasonic should also implement this concept into their system to improvise their organization commitments. Therefore, their leaders should be evaluated and trained to provide a better leadership style which would increase their turnover.

5.6 CONCLUSIONS

The various employee commitment styles in Panasonic Energy Malaysia and leadership styles are being compared to investigate its relationship levels. Thus, it is the major objective of the entire paper. This study is explaining the positively related with affective, continuance and normative commitment of the transformational, transactional leadership style. The leadership behaviors should be involving with several of vision, trust, generating enthusiasm and creativity would encourage him towards the upper of the organization. These kinds of behaviors should be represented among the employees, so that they would begin be loyal towards the organization. There is some of the important roles are being played on the organization by determining levels of active commitment of the transformational and transactional leadership behaviors.

This research should be improved on the future research. Therefore, this research should be taken in count for further research especially for managers.



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APPENDIX A : SURVEY NOTIFICATION

Dear Sir/Madam

05 June 2016

This is to notify you that you have been selected for a survey which will be conducted in your department during the month of February 2016. Questionnaires will be administered for the purpose of research. These questionnaires are part of a research into the relationship with leadership style and employee commitment to the organization. This research is aimed to contribute to the scientific knowledge in the organizational behavior and management fields. The first questionnaire is called the *Multifactor Leadership Questionnaire* and consists of 30 questions to be completed by rater. This questionnaire should take approximately 30 minutes to complete. Instructions on how to complete will be provided on the covering page of the questionnaire. The second questionnaire is called the *Organizational Commitment Questionnaire* and consist of 12 questions will be completed by the subordinates. This questionnaire should take approximately 15 minutes to complete. Instructions on how to complete will also be provided on the covering page of the questionnaire. The results of these questionnaires are for research purposes only, and the anonymity/confidentiality of respondents will be guaranteed. All completed questionnaires will be coded and names of respondents will be erased to ensure this. Should you have any queries please do not hesitate to contact your HR practitioner. Thank you for giving up your valuable time to assist me in the research.

Yours sincerely

Arulkumar

APPENDIX B : Respondent Background

SECTION A: PERSONAL INFORMATION

Instruction: The following item are related to personal information. Please **TICK (/)** or **WRITE** your response. Please answer the following items. Your personal information will be kept confidential.

(1) Age

- ☐ Below 20 ☐ 21-30 ☐ 31-40
☐ 41-50 ☐ 51 and above

(2) Gender

- ☐ Male ☐ Female

(3) Highest Education

- ☐ Primary ☐ SPM/SPMV ☐ Diploma
☐ PMR/SRP ☐ Others _____

(4) Marital status

- ☐ Single ☐ Married

(5) Work experience in Malaysia

- ☐ Less than 6 months ☐ 10-13 months
☐ 6-9 months ☐ More than 14 months

(7) Race

- ☐ Malay ☐ Indian ☐ Nepalese
☐ Chinese ☐ Others

APPENDIX C : MULTIFACTOR LEADERSHIP QUESTIONNAIRE (RATER)

Instruction: The following item are pertaining to your perception on your ability. Please indicate your degree of agreement by selecting one of five response categories indicated in the scale of 0 to 4 . Please **CIRCLE** at the number that best suits with your conditions.

	0 Not at all	1 Once in while	2 Sometimes	3 Fairly Often	4 Frequently if not always
1. Provides me with assistance in exchange for my efforts	0	1	2	3	4
2. Re-examines critical assumptions to question whether they are appropriate	0	1	2	3	4
3. Fails to interfere until problems become serious	0	1	2	3	4
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	0	1	2	3	4
5. Seeks differing perspectives when solving problems	0	1	2	3	4
6. Instills pride in me for being associated with him/her	0	1	2	3	4
7. Discusses in specific terms who is responsible for achieving performance targets	0	1	2	3	4
8. Waits for things to go wrong before taking action	0	1	2	3	4
9. Talks enthusiastically about what needs to be accomplished	0	1	2	3	4
10. Specifies the importance of having a strong sense of purpose	0	1	2	3	4
11. Spends time teaching and coaching	0	1	2	3	4
12. Makes clear what one can expect to receive when performance goals are achieved	0	1	2	3	4

13. Goes beyond self-interest for the good of the group	0	1	2	3	4
14. Treats me as an individual rather than just as a member of a group	0	1	2	3	4
15. Demonstrates that problems must become chronic before taking Action	0	1	2	3	4
16. Concentrates his/her full attention on dealing with mistakes, complaints, and failures	0	1	2	3	4
17. Considers the moral and ethical consequences of decisions	0	1	2	3	4
18. Keeps track of all mistakes	0	1	2	3	4
19. Displays a sense of power and confidence	0	1	2	3	4
20. Articulates a compelling vision of the future	0	1	2	3	4
21. Directs my attention toward failures to meet standards	0	1	2	3	4
22. Considers me as having different needs, abilities, and aspirations from others	0	1	2	3	4
23. Gets me to look at problems from many different angles	0	1	2	3	4
24. Suggests new ways of looking at how to complete assignments	0	1	2	3	4
25. Emphasizes the importance of having a collective sense of mission	0	1	2	3	4
26. Expresses satisfaction when I meet expectations	0	1	2	3	4
27. Expresses confidence that goals will be achieved	0	1	2	3	4
28. Uses methods of leadership that are satisfying	0	1	2	3	4
29. Gets me to do more than I expected to do	0	1	2	3	4
30. Is effective in representing me to higher authority	0	1	2	3	4

APPENDIX D : Organization Commitment Questionnaire (Rater)

Name: -----

Instruction: The following item are pertaining to your perception on your ability. Please indicate your degree of agreement by selecting one of five response categories indicated in the scale of 0 to 4 . Please **CIRCLE** at the number that best suits with your conditions.

	0 Not at all	1 Once in while	2 Sometimes	3 Fairly Often	4 Frequently if not always
1.I feel like part of the family at this organization	0	1	2	3	4
2.Too much of my life would be disrupted if I decided that I wanted to leave this organization now	0	1	2	3	4
3.I would not leave this organization right now because of what I would stand to lose	0	1	2	3	4
4.This organization has a great deal of personal meaning for me	0	1	2	3	4
5.It would be very costly for me to leave this organization right now	0	1	2	3	4
6.For me personally, the cost of leaving this organization would be far greater than the benefit	0	1	2	3	4
7.Even if it were to my advantage, I do not feel it would be right to leave my organization now	0	1	2	3	4
8.I would violate a trust if I quit my job with this organization now	0	1	2	3	4
9.I feel a strong sense of belonging to this organization	0	1	2	3	4
10.I feel emotionally attached to this organization	0	1	2	3	4
11.I would feel guilty if I left my organization now	0	1	2	3	4
12. I would not leave this organization right now because I have a sense of obligation to the people in it	0	1	2	3	4

Thank you for your co-operation

APPENDIX E: Demographic Characteristic of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	59.2	59.2	59.2
	Female	49	40.8	40.8	100.0
	Total	120	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	37	30.8	30.8	30.8
	Indian	23	19.2	19.2	50.0
	Nepal	60	50.0	50.0	100.0
	Total	120	100.0	100.0	

Marital_Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	48	40.0	40.0	40.0
	Single	72	60.0	60.0	100.0
	Total	120	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 years	4	3.3	3.3	3.3
	21 to 30 years	81	67.5	67.5	70.8
	31 to 40 years	32	26.7	26.7	97.5
	41 to 50 years	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Years_of_working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6-12 months	55	45.8	46.2	46.2
	13-19 months	15	12.5	12.6	58.8
	19-25 months	19	15.8	16.0	74.8
	> 25 months	30	25.0	25.2	100.0
	Total	119	99.2	100.0	
Missing	System	1	.8		
	Total	120	100.0		

APPENDIX F : Pearson Correlation

		Mean_ Transformational	Mean_ Transactional	Mean_ Affective	Mean_ Continuance	Mean_ Normative
Mean_Transformational	Pearson Correlation	1	.823**	.758**	.729**	.759**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	120	120	120	120	120
Mean_Transactional	Pearson Correlation	.823**	1	.829**	.811**	.779**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	120	120	120	120	120
Mean_Affective	Pearson Correlation	.758**	.829**	1	.848**	.681**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	120	120	120	120	120
Mean_Continuance	Pearson Correlation	.729**	.811**	.848**	1	.667**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	120	120	120	120	120
Mean_Normative	Pearson Correlation	.759**	.779**	.681**	.667**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	120	120	120	120	120

APPENDIX G: Reliability

Scale: Transformational

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.953	18

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q2	120	4.6333	.95207	.08691
Q6	120	4.6333	.95207	.08691
Q8	120	4.6333	.95207	.08691
Q9	120	4.6333	.95207	.08691
Q10	120	4.6333	.95207	.08691
Q13	120	4.6250	.95321	.08702
Q14	120	4.5833	.95779	.08743
Q18	120	4.6167	.92748	.08467
Q21	120	4.5417	1.00332	.09159
Q23	120	4.5250	.98700	.09010
Q25	120	4.5167	1.02066	.09317
Q26	120	4.4167	1.03374	.09437
Q29	120	4.4583	1.01993	.09311
Q30	120	4.4417	1.04355	.09526
Q31	120	4.5000	1.02079	.09319
Q32	120	4.4833	1.02066	.09317
Q34	120	4.5250	1.01222	.09240

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q2	120	4.6333	.95207	.08691
Q6	120	4.6333	.95207	.08691
Q8	120	4.6333	.95207	.08691
Q9	120	4.6333	.95207	.08691
Q10	120	4.6333	.95207	.08691
Q13	120	4.6250	.95321	.08702
Q14	120	4.5833	.95779	.08743
Q18	120	4.6167	.92748	.08467
Q21	120	4.5417	1.00332	.09159
Q23	120	4.5250	.98700	.09010
Q25	120	4.5167	1.02066	.09317
Q26	120	4.4167	1.03374	.09437
Q29	120	4.4583	1.01993	.09311
Q30	120	4.4417	1.04355	.09526
Q31	120	4.5000	1.02079	.09319
Q32	120	4.4833	1.02066	.09317
Q34	120	4.5250	1.01222	.09240
Q36	120	4.5250	1.01222	.09240

Scale: Transactional

Case Processing Summary

		N	%
Cases	Valid	44	97.8
	Excluded ^a	1	2.2
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
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One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q1	120	4.1833	1.16665	.10650
Q3	120	4.1833	1.16665	.10650
Q4	120	4.1833	1.16665	.10650
Q11	119	4.1765	1.16914	.10718
Q12	119	4.1933	1.14446	.10491
Q16	120	4.1750	1.17153	.10695
Q17	120	4.1667	1.17633	.10738
Q20	120	4.1500	1.18570	.10824
Q22	120	4.1667	1.17633	.10738
Q24	120	4.1667	1.17633	.10738
Q27	120	4.1667	1.17633	.10738
Q35	120	4.1833	1.16665	.10650

Scale: Affective

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	4

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q5	120	4.5667	1.02681	.09373
Q7	120	4.6167	.94543	.08631
Q28	120	4.5667	1.02681	.09373
Q33	120	4.5667	1.02681	.09373

Scale: Continuance

Case Processing Summary			
		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
QQ10	120	4.4750	.75551	.06897
	120	4.4750	.76655	.06998
	120	4.4500	.78697	.07184
	120	4.4833	.74454	.06797

Scale: Normative

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
QQ4	120	4.7667	.59030	.05389
QQ7	120	4.7500	.61151	.05582
QQ11	120	4.7083	.65332	.05964
QQ12	120	4.8167	.50182	.04581