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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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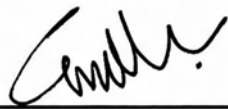
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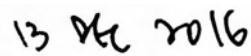
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ABSTRACT

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

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