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**AN EXAMINATION ON THE RELATIONSHIP BETWEEN LEADERSHIP
STYLES AND EMPLOYEE COMMITMENT: A STUDY AT SAMSUNG
MALAYSIA ELECTRONICS**

BY

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**Thesis Submitted to
School of Business Management
University Utara Malaysia
To Fulfill the Requirements for a Master of Science
(Management)**



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ABSTRACT

The present study examines the influence of different leadership styles on employee engagement at Samsung Malaysia, a large global firm. More precisely, it analyses five aspects of leadership: idealised influence, inspiring motivation, contingent rewards, active management by exception, and passive management by exception. This study utilised a quantitative method to investigate the impact of idealised influence, inspiring motivation, contingent incentives, active management by exception, and passive management by exception on employee commitments. A convenience sampling method was used to choose a sample of 130 office site employees in Samsung Malaysia Electronics, Kuala Lumpur. The data collected was analysed using SPSS version 27. The results revealed that idealised influence, inspiring motivation, contingent incentives, and active management by exception have a significant positive correlation with employee commitment. In contrast, passive management by exception, has a negative correlation with employee commitment. The p-value <0.05 statistically proved this correlation. These findings underscore the importance of implementing focused interventions to improve the idealised influence behavior of leaders to increase employee commitment.

Keywords: *Employee Commitment, Idealise Influence, Inspirational Motivation, Contingent Rewards, Management By Exception*

ABSTRAK

Kajian ini mengkaji pengaruh gaya kepimpinan yang berbeza terhadap komitmen pekerja di Samsung Malaysia. Secara Khususnya, ia menganalisis lima aspek kepimpinan iaitu pengaruh ideal, motivasi inspirasi, ganjaran luar jangka, pengurusan aktif secara pengecualian, dan pengurusan pasif secara pengecualian. Kajian ini menggunakan kaedah kuantitatif untuk menganalisis kesan pengaruh ideal, motivasi inspirasi, insentif luar jangka, pengurusan aktif melalui pengecualian, dan pengurusan pasif secara pengecualian terhadap komitmen pekerja. Kaedah pensampelan mudah digunakan untuk memilih seramai 130 sampel kajian dari bahagian pejabat di Samsung Malaysia Electronics, Kuala Lumpur. Data yang dikumpul dianalisis menggunakan SPSS versi 27. Keputusan menunjukkan bahawa pengaruh ideal, motivasi yang memberi inspirasi, insentif luar jangka, dan pengurusan aktif secara pengecualian mempunyai korelasi positif yang signifikan dengan komitmen pekerja. Sebaliknya, pengurusan pasif dengan pengecualian, mempunyai korelasi negatif dengan komitmen pekerja. Nilai $p < 0.05$ secara statistik membuktikan korelasi ini. Hasil kajian ini menekankan kepentingan melaksanakan intervensi tertumpu untuk meningkatkan tingkah laku pengaruh ideal pemimpin untuk meningkatkan komitmen pekerja.

Kata kunci: *Komitmen Pekerja, Pengaruh ideal, Motivasi Inspirasi, Ganjaran luar jangka, Pengurusan Secara Pengecualian*

ACKNOWLEDGEMENT

I would like to express my sincere appreciation to the individuals and organisations that have made valuable contributions to the successful completion of my thesis, which examines the relationship between the leadership styles and employee commitment in Multinational companies.

I would like to extend my heartfelt gratitude to Assoc Prof Dr Ruzita Azmi my supervisors, whose direction, support, and important insights have played a pivotal role in facilitating this research endeavor. The considerable experience and steadfast support of the individuals involved greatly contributed to the improvement and focus of this study.

I express my gratitude towards the office site employees at Samsung Malaysia, Kuala Lumpur for their active involvement and honest feedback throughout the survey phase, which played a crucial role in establishing the foundation of this study. The participants' inclination to openly communicate their experiences and viewpoints had a crucial role in influencing the outcomes and deductions of this thesis.

Finally, I am thankful to my family and friends for their consistent support, understanding, and forbearance during the challenging stages of my scholarly endeavour. The ongoing assistance offered by individuals played a crucial role in supplying the essential fortitude and incentive to persist.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides an overview of the research's background, provides the problem statement, outlines the research questions and objectives, and highlights the significance of the study. In addition, this chapter also presents the scope of the study and the definition of terms. Finally, this chapter provides a concise analysis of the organization and objectives of the remaining chapter.

1.2 Background of study

In the contemporary business landscape, multinational corporations (MNCs) like Samsung Malaysia Electronics play a pivotal role in driving economic growth and innovation. The business environment is undergoing significant transformations, and there is a growing need for the utmost level of excellence in both products and services. In order to maintain competitiveness in light of these demands, employee commitment is essential. Employee commitment is defined as a favourable emotional connection and eagerness to invest effort for the achievement of the company's goals, experiencing a sense of pride in being a part of that organization, and seeing oneself as a member (Zawawi et al., 2024). Dedicated employees will have a sense of pride in their affiliation with the firm. Committed workers will have a heightened feeling of attachment to their jobs, leading to increased engagement with the firm. Employee commitment is shown by the collaborative and supportive efforts made toward accomplishing organizational objectives. Employers must actively involve their staff since effective employee engagement will result in the firm successfully attaining its goals.

According to the 2017 Trend in Global Employee Engagement Report (AON, 2017), Malaysia has the lowest employee engagement score compared to six other Asian countries: India, China, Thailand, the Philippines, Indonesia, and Singapore. The poor score was attributed to workers' low commitment, insufficient reward and recognition, low job satisfaction, and lack of organizational justice (AON, 2017). The involvement of workers is vital for the success of the manufacturing business due to many factors. Employee disengagement may result in increased turnover, a detrimental business culture, and reduced job satisfaction, ultimately leading to subpar performance (Zawawi et al., 2024). According to them, strong employee engagement leads to minimal turnover and greater productivity.

In a recent study, Ribeiro et al (2023) stated that employee engagement significantly influences employee turnover intentions. Employee turnover intention is growing as a significant concern in emerging nations such as Malaysia (Munir and Tobi, 2020). In recent years, organizations have had a significant issue retaining workers due to the increased demand for skilled workers in the business sector (Chakravarti and Chakraborty, 2020). The annual Salary Survey conducted by Robert Walters in 2023 revealed that 92 percent of employers' primary concern is retaining the right talent. In addition, the same report found that over 78% of workers are willing to look at employment changes if their pay increases are less than the inflation rate (Digital News Asia, 2022). Retaining employees has become a major challenge for businesses especially for multinational companies as the demand for qualified workers has increased along with the cost of living.

Samsung Malaysia Electronics, similar to several other multinational corporations, encounters substantial obstacles concerning employee dedication, as shown by notable turnover rates and findings from internal data. Employee turnover incurs significant costs and causes disruption, resulting in decreased production and higher spending for recruiting and training (Al-suraihi et al., 2021). Furthermore, insufficient levels of dedication may have a detrimental influence on staff morale and performance, thereby affecting the overall efficiency and competitive advantage of the firm (Zhenjing et al., 2022). Within these complex organizational structures, leadership emerges as a critical factor influencing employee engagement, commitment, and ultimately, organizational success.

Therefore, comprehending the impact of leadership styles on many aspects of employee commitment, such as emotional attachment, perceived costs, and sense of obligation, is essential for seeking to improve staff retention and organizational success. Affective commitment pertains to the emotional connection that workers have with the business, whereas continuation commitment relates to the perceived disadvantages of quitting, and normative commitment refers to the sense of duty to stay with the firm (Meyer & Allen, 1991).

The attitudes, actions, and overall employee commitments are greatly impacted by different leadership styles (Bass & Riggio, 2006). Studies have demonstrated the impact of leadership on the functioning of organizations, as well as its influence on organizational culture, staff efficiency, engagement, retention, performance, and job satisfaction (Alonderine & Majauskaite, 2016; Mutalib et al., 2023). Leadership is the dynamic exchange between leaders and people. Employee commitment is influenced by leadership

style and individual characteristics (Mutalib et al, 2023). Besides, Nguyen et al. (2021) found a significant correlation between leadership and employee work satisfaction, emphasizing the importance of the leader's style. Shaari et al. (2022) found a correlation between transformational and transactional leadership and job satisfaction in their research. It is important to acknowledge that many previous studies have shown that employee satisfaction is a crucial factor influencing the degree of their commitment (Barnes et al., 2015; Charni et al., 2020; Faisal-E-Alam & Nahar, 2022).

This study examines the relationship between leadership styles and employee commitment at Samsung Malaysia Electronics. This research aims to give significant insights to organizational leaders by examining the impact of different leadership techniques on employee commitment. Additionally, it seeks to make a valuable contribution to the wider discussion on successful leadership in international settings.

1.3 Problem Statement

Employee commitment is a crucial characteristic that significantly impacts the performance of a business. It influences important aspects such as productivity, turnover rate, and the general atmosphere inside the firm (Al-Suraihi et al., 2021; Faisal-E-Alam, & Nahar, 2022; Zawawi et al., 2024). In recent years, Samsung Malaysia has faced various challenges, such as intense competition, rapid technological changes, and the need for sustainable practices. These factors require leaders who can adapt and motivate their employees through transformation and innovation. Leadership styles have a substantial influence on employee engagement. Transformational and transactional leadership styles are generally acknowledged as extremely successful in affecting organizational outcomes,

such as employee commitment, within the field of leadership studies (Bass & Avolio, 1994; Bass & Riggio, 2006; Amin et al., 2018; Abisilim et al., 2019; Khan et al., 2020).

Samsung, a renowned global technology corporation, has been embroiled in a number of high-profile scandals regarding corporate governance and ethical standards, all of which have had serious consequences for the business's reputation and the trust of its employees and stakeholders. One of the most noteworthy examples was the 2017 arrest of Samsung Electronics' vice chairman and chairman's son, Lee Jae-yong. Lee was charged with bribery, embezzlement, and perjury in relation to the huge corruption scandal surrounding South Korea's former president, Park Geun-hye. This controversy not only harmed Samsung's reputation as a trustworthy corporation, but it also generated major issues about its corporate governance and the founding family's influence over business operations.

Due to their distinct qualities and management practices, transformational and transactional leadership styles have a strong influence on employee commitment. Transformational leadership aims to inspire and motivate individuals by presenting a compelling vision and instilling a feeling of purpose. This leadership style is linked to enhanced employee engagement because leaders that display transformational behaviours can effectively match their team's goals with the organization's objectives, resulting in higher levels of commitment. For instant, (Bass & Avolio, 1994) argue that transformational leaders inspire followers by articulating a clear vision and giving intellectual stimulation, which increases employees' emotional attachment and commitment to the organisation. This emotional tie, also known as affective commitment,

is an important component of overall employee engagement, which can contribute to increased job satisfaction and lower turnover rates.

Transformational leadership is a leadership style that aims to inspire and uplift personnel via visionary and motivating techniques. It is characterized by idealized influence and inspiring motivation (Northouse, 2018). (Gumusluoglu & Ilsev, 2009) found that transformational leadership is positively related to organizational innovation in a study of 163 small- to medium-sized firms, emphasizing the importance of leadership in enhancing creativity and innovation. Transformational leaders focus on developing strong emotional connections with their employees by addressing their individual needs and aligning their personal goals with organizational objectives. This approach can lead to increased job satisfaction and organizational commitment. Transactional leadership, in contrast, prioritizes contingent rewards and management by exception, emphasizing performance-based incentives and remedial measures (Yukl, 2013). By adopting a flexible leadership style that incorporates both transformational and transactional elements, leaders at Samsung Malaysia can better adapt to changing circumstances and challenges, ensuring sustained organizational success. emphasize the importance of leadership flexibility, noting that leaders who can balance different styles are more likely to foster high levels of employee commitment and organizational performance (Boehm & Yoels, 2009).

Transformational and transactional leadership styles have been extensively studied across various organizational contexts in Malaysia such as telecommunication (Muthuveloo et al., 2014), Manufacturing (Visvanathan et al., 2018), automotive (Wu et al., 2012), public sector (Padamavathy et al., 2024), banking (Amin et al., 2018);

construction (Nasarudin & Rahman, 2017), oil and gas (Mansor et al., 2013), small business (Siew, 2017). However, their effects on employee commitment, particularly within the electronics industry and in the specific context of Samsung Malaysia Electronics, remain relatively unexplored. In contrast to more traditional businesses like manufacturing, the electronics sector is defined by rapid technical development, worldwide supply networks, and intense rivalry. The electronics industry is known for its unique challenges, specialized skill sets, and fast-paced, innovative work settings. The results from manufacturing studies may not be directly applicable to the electronics sector due to these limitations; thus, more focused study is needed in this field.

Besides, there is a noticeable lack of literature that examines the individual elements of both leadership styles. Many previous studies focus on transformational and transactional leadership as a whole while lacking the specific impacts of their elements, such as idealized influence, inspirational motivation, contingent rewards, and management by exception, on employee commitment. Prior studies may fail to include detailed insights into how various leadership behaviors directly impact employee engagement if these components are not studied separately. This research seeks to address this deficiency by examining the influence of specific elements of transformational and transactional leadership styles on employee commitment in the electronics sector, particularly at Samsung Malaysia Electronics.

This study aims to give significant insights for organizational leaders and contribute to the greater knowledge of successful leadership practices in international settings by providing empirical data on the influence of various leadership styles on employee commitment. An analysis of individual components rather than the overall

notion of leadership styles might uncover the precise behaviors that are most successful in promoting employee dedication. For example, determining whether idealized influence or contingent rewards have a greater effect on staff engagement might assist leaders in customizing their strategies more accurately. This research aims to enhance leaders' understanding of the specific impacts of certain leadership components, shedding insight into how transformational and transactional leadership styles function within the electronics sector.

1.4 Research Questions

The research questions are:

RQ1: Does the idealized influence of transformational leadership style correlate with the employee commitment?

RQ2: Does the inspirational motivation in the transformational leadership style correlate with the employee commitment?

RQ3: Does the contingent reward in transactional leadership style correlate with the employee commitment?

RQ4: Does active management by exception in transactional leadership style correlate with the employee commitment?

RQ5: Does passive management by exception in transactional leadership style correlate with the employee commitment?

1.5 Research Objectives

The primary objective of this study is to analyze the link between the two types of leadership styles, namely transformational leadership and transactional leadership, and how this relationship influences the level of commitment shown by individuals working

for multinational corporations like Samsung. Idealizing influence and inspiring motivation are the two types of independent variables that we have separated to classify transformational leadership. As our two independent variables for the study of transactional leadership, we have decided to focus on management-by-exception and contingent incentives. Therefore, the specific objectives of this research are:

RO1: To investigate the relationship of idealized influence in transformational leadership style on the employee commitment.

RO2: To investigate the relationship of inspirational motivation in transformational leadership style on the employee commitment.

RO3: To investigate the relationship of contingent reward in transactional leadership style on the employee commitment.

RO4: To investigate the relationship of active management by exception in transactional leadership style on the employee commitment.

RO5: To investigate the relationship of passive management by exception in transactional leadership style on the employee commitment.

1.6 Significant of the Study

The significance of this study lies in its contribution to understanding the dynamics of leadership and employee commitment within multinational corporations like Samsung. By analysing the relationship between transformational and transactional leadership styles and their impact on employee commitment, the study provides valuable insights for organizational leaders and human resource practitioners. Understanding how different

leadership styles influence employee commitment can inform leadership development programs and organizational strategies aimed at improving employee engagement and retention. For multinational corporations operating in diverse cultural and organizational contexts, such insights are particularly crucial for fostering a positive work environment and maximizing workforce productivity.

Additionally, the findings of this study can contribute to the existing body of knowledge on leadership and organizational behaviour, particularly in the context of multinational corporations. By elucidating the specific aspects of transformational and transactional leadership that influence employee commitment, the study adds depth to our understanding of effective leadership practices in complex organizational settings. Ultimately, the significance of this study lies in its potential to inform practical interventions and strategies aimed at enhancing employee commitment and organizational performance within multinational corporations like Samsung.

1.7 Scope and Limitation of the Study

This study aims to analyse the relationship between two specific leadership styles, transformational and transactional leadership, and their impact on employee commitment within multinational corporations such as Samsung. Utilizing a quantitative research approach, data will be collected through questionnaires administered to employees within the targeted organizations. The research seeks to provide insights into effective leadership practices that can foster higher levels of employee commitment, offering valuable information for organizational leaders and human resource practitioners. However, the study's findings may be influenced by factors such as sample size, response rate, and the subjective interpretation of survey questions by participants. Additionally, the research

will focus solely on transformational and transactional leadership styles, potentially overlooking other leadership approaches that may also impact employee commitment.

1.8 Definition of Key Terms

I. Employee commitment:

Employee commitment refers to an employee's psychological attachment and loyalty to their organisation, which influences their willingness to stay and contribute to organisational goals (Meyer and Allen, 1991).

II. Idealized Influence:

Idealised influence is a feature of transformational leadership in which leaders are revered and act as role models for followers, instilling trust and respect (Bass & Avolio, 1994).

III. Inspirational Motivation:

Inspirational motivation refers to a leader's ability to inspire and motivate people by communicating a compelling vision and generating passion and commitment (Bass & Avolio, 1994).

IV. Contingent Rewards:

Contingent rewards are a transactional leadership strategy in which awards are granted in exchange for meeting certain performance targets (Burns, 1978).

V. Management by Exemption:

Management by exception is a leadership style in which executives interfere only when standards or expectations are violated, with a focus on corrective action (Bass, 1985).

1.9 Organisation of Thesis

Employee commitment refers to an employee's psychological attachment and loyalty to their organisation, which influences their willingness to stay and contribute to organisational goals (Meyer and Allen, 1991).

This research comprises five chapters, with the first chapter serving as an introductory section that provides the background of the investigation. Subsequently, the chapter addresses the study problem, research questions, research objectives, the significance of the study, the study's scope, and its limitations. This chapter concludes with an explanation of the meanings of the terms employed and a discussion of the organizational structure of the research.

Chapter two of this research paper provides an overview of the study's variables. It is followed by thoroughly evaluating the existing literature on the variables under investigation. This literature review aims to examine empirical studies that can assist the researcher in formulating the study hypothesis. This chapter provides an overview of the needs and findings of prior research topics that are relevant to the same challenges addressed in the current investigation. The chapter systematically presents explanations and comments on each variable included in the study.

Chapter three provides a comprehensive explanation of the methodology employed in this study. It encompasses a thorough discussion of the execution of the investigation through the utilization of research methodologies and procedures. This chapter also explains data-gathering procedures, encompassing the sample techniques and research instrument.

In Chapter 4, the study findings and their interpretation are presented. The study's data was analyzed using SPSS, a statistical program for the social sciences, version 27. The examination of respondent demographics was conducted through the utilization of frequency analysis. Research instrument validity was tested using reliability analysis. To examine the association between the components, several statistical procedures were employed, including reliability tests and correlation analysis.

Chapter 5 provides an in-depth examination of the outcomes derived from the analytical investigation conducted in the preceding Chapter 4. This segment includes a discussion of the findings, recommendations for future research and conclusion.

1.10 Summary

This chapter provided a comprehensive outline of the critical procedure that will be executed to finalize this research. Additionally, the research objectives, problem statement, and significance of the study, which were delineated in this chapter, will function as guiding principles for the research and provide the researcher with a point of reference as they progress to subsequent stages of the study, to attain a more comprehensive understanding. The following Chapter Two will present a literature review pertinent to this investigation.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter involves the comprehensive examination of existing studies and scholarly articles related to leadership styles, employee commitment, and their interrelationship within multinational corporations. The theoretical foundations, essential concepts, and empirical studies that have influenced the current comprehension of the subject will be delineated in this chapter. This chapter identifies gaps in knowledge, emphasizes the contributions of prior research, and establishes the context for the current study by critically analyzing the pertinent literature.

2.2 Definition of Employee Commitment

Mowday et al. (1979) and Meyer et al. (1989) both define commitment as the willingness and dedication of workers to accomplish organizational objectives. An employee's commitment is shown by their desire to provide exceptional service quality and exceed the organization's expectations (Pahi et al., 2022). In other words, employee commitment is a measure of the trust, loyalty, and additional efforts that an employee invests on behalf of the firm. According to Oentoro and Popaitoon (2017) and Schwepker et al. (2019), employee commitment is defined as the active involvement and dedication of employees in an ongoing process, where they consistently exert additional effort in their jobs. Hoang et al. (2022) also confirmed the perspective that committed people exert more effort, invest more time, and have heightened commitment toward their jobs. Employees who demonstrate commitment to their employment also make efforts to accomplish the goals

of the service business. High commitment has an impact on work performance and loyalty to the company (Mullins & Linehan, 2005). In addition, Akanbi and Itiola (2013) define employee commitment as the extent to which workers have a strong connection to their company and are dedicated to contributing to the achievement of the business's goals and objectives. It may also be referred to as the extent to which an individual identifies themselves as an employee of a company and the level of passion, they show in fulfilling their work responsibilities (Mensah et al., 2016).

As stated by Anwar and Louis (2017), employee commitment refers to the level of attachment or loyalty that workers have toward the businesses they work for. Employee commitment is a significant factor in determining whether workers are likely to abandon their jobs or underperform (Aziz et al., 2021). Prabhu et al. (2020) state that the construct of organizational commitment encompasses aspirations, needs, and duties, which are manifested in the three components of organizational commitment. Overall, employee commitment refers to an individual's emotional attachment to an organization and their belief in its objectives, leading them to actively contribute towards achieving those objectives by being a member of the business (Abasilim et al., 2019). Commitment is a strong predictor of performance, job happiness, and turnover. This is why leaders prioritize commitment.

2.3 Concept of Employee Commitment

Employee commitment refers to the psychological condition that connects individuals, managers, occupations, and organizations. The researchers also classified employees' commitment into three distinct types: affective, continuation, and normative commitment

(Dunham et al., 1994; Meyer and Allen, 1997; Abasilim et al., 2019; Ranasinghe and Sareena, 2021).

Affective commitment is characterized by favorable emotions associated with a sense of belonging, connection, and active participation in the workplace. Employees with high degrees of emotional commitment choose to remain employed due to their desire to do so (Allen & Meyer, 1990). Ibrahim and Perez (2014) explained the nature of this commitment, stating that affective commitment refers to the emotional bond that an employee has with their organization. Othman & Abdullah, (2016) supported the notion that if an employee is effectively devoted to their company, it means that they have a strong desire to remain in their current organization. Similarly, Anwar and Abdullah, (2021) stated that affective commitment refers to the employee's positive emotional attachment to the company. An employee who closely aligns themselves with the aims of the business and chooses to remain with the organization out of personal desire. They often have a strong connection to the company objectives, have a sense of alignment with the organization, and get satisfaction from their job. Employees who are effectively devoted feel valued, act as ambassadors for their firm and are generally exceptional assets for the company.

Continuance commitment refers to the degree to which workers feel a sense of commitment to their companies based on the perceived expenses they would incur if they were to leave. Continuance commitment refers to a scenario when workers choose to remain in a company due to the perceived costs associated with quitting (Allen & Meyer, 1990). Continuance commitment refers to an employee's intrinsic sense of duty stemming from organizational socialization and the urge to remain with the organization (Abasilim

et al., 2019). Employees may incur expenses associated with the business if they decide to quit, which is why continuity commitment emphasizes the need to stay (Metin & Asli, 2018). Employees would rather remain with the company than look for work elsewhere since they are unhappy in their current positions and have no plans to leave. The representative's loyalty to the organization stems from the worker's belief that departing the organization is an extreme decision. The individual perceives a significant financial burden resulting from the decline in the organization's enrolment. This expenditure includes both the monetary cost, such as annuities, and the social cost, such as fellowship with the collaborators. According to Anwar and Abd Zebari (2015), there is a higher level of dedication to the organization due to the need to fulfil one's duties for a longer time.

Furthermore, normative commitment is the sense of duty or responsibility to remain employed. Individuals who possess elevated degrees of normative commitment choose to remain with an organization due to a sense of obligation (Allen & Meyer, 1990). Normative commitment occurs when an employee's devotion to their employer stems from their shared values and the hard work they put in, and it may also be influenced by their sense of responsibility to the company (Metin & Asli, 2018). Besides, according to Singh and Gupta (2015), normative commitment is the sense of responsibility or duty that an individual has towards an organization due to the benefits they get, such as training, learning opportunities, and career advancement. The sentiment of commitment enhances an individual's dedication to an organization, as the perception of the organization's contributions leads them to remain in the organization to fulfill their obligation. The worker's continued association with the organization is driven by a sense of responsibility and duty (Anwar & Shukur, 2015).

In overall, Multiple psychological factors affect employee dedication and organizational effectiveness. Understanding the three main categories of commitment which are affective, continuation, and normative. It helps firms meet employee demands and incentives. In simple words, affective commitment is an employees' emotional tie to the company drives this commitment. High-affective commitment employees remain because they care about the company's mission. Engagement, loyalty, and brand ambassadorship by these personnel boost the company's culture and success. Besides, the perceived costs of quitting the company determine continuity commitment. Due to financial concerns or the loss of perks and social connections, employees stay. This commitment emphasizes the need for retention tactics to reduce staff turnover costs. Normative commitment is based on organizational duty. Strong normative subscribers feel obligated to remain or grateful for the employer's assistance and growth. By investing in employee development and fostering mutual support and responsibility, organizations may cultivate this commitment. Organizations may boost commitment, performance, and stability by creating a friendly and engaging workplace, meeting workers' financial and social requirements, and promoting mutual duty and respect.

2.4 Definition of Leadership Style

Leaders have a vital role in coordinating all the required resources for implementing change (Canterino et al., 2020). Competent leaders demonstrate proficient skills in decision-making, discernment, and expertise to address challenges (Klofstad & Anderson, 2018). Leaders may be assessed according to their leadership style (Colquitt, Lepine & Wesson, 2015). The quality of work in any firm is substantially influenced by the

leadership style used. Dynamic leadership behavior yields good work outcomes, whereas weak leadership conduct results in negative consequences (Ali et al., 2015). Research indicates that the leadership style has the greatest impact on moulding employee behavior, which may result in either favorable or negative attitudes (Puni, Ofei, & Okoe, 2014).

Leadership is the act of exerting influence on people to guide them toward the accomplishment of shared objectives (Flynn, 2009). Leadership is the amalgamation of unique qualities found in certain persons that empower them to inspire and encourage others to accomplish goals (Lunenburg, 2011). Naidu and Walt (2005) argue that a successful leadership style has the power to influence change and provide the motivation for transformation. Leaders may be seen as important individuals who can bring about significant changes (Govender et al., 2013). Gandolfi (2016) asserts that successful leadership has four essential elements: (1) the existence of one or more leaders, (2) the presence of followers, (3) acts that are purposeful and authorized, and (4) the presence of distinct goals and objectives.

Effective leadership is crucial for the success of any organization, irrespective of its nature, whether it is profit-oriented, philanthropic, private, or governmental (Martin, 2018). Leadership is contingent upon the presence of followers; a leader cannot exist without followers (Parsehyan, 2017). Leadership and employee happiness are crucial factors for the success of a firm (Ramos, 2014). Competent leaders provide precise guidance and support to their subordinates, enabling them to accomplish desired objectives. This leads to a high level of work satisfaction and efficient task execution, ultimately benefiting the company (Sarwar et al., 2015). Leadership generally improves organizational innovation and creativity (Chaubey et al., 2019), influences workers'

readiness to embrace change (Metwally et al., 2019), and promotes employees' positive attitudes and behaviors in the workplace (Wang & Xu, 2019).

Prior research has found many leadership styles, each exerting distinct effects on employee performance and engagement (Rahmat et al., 2019). According to Wei and Vasudevan (2022), the choice of leadership style has diverse impacts on workers' ability to innovate, which ultimately affects the productivity of the firm. There are five main kinds of modern leadership styles: transformational leadership, transactional leadership, culture-based leadership, charismatic leadership, and visionary leadership (Khajeh, 2018). Alblooshi et al. (2020) found that a leader's conduct determines many leadership styles, including authoritarian, transactional, democratic, and transformational. In their study, Govender et al. (2013) discovered three distinct leadership styles that were strongly associated with work satisfaction: transformational leadership, transactional leadership, and laissez-faire leadership. In their study, Ranasinghe and Sareena (2021), discovered that the transformational and transactional leadership styles had the most positive impact on employee commitment. Puspa et al. (2019) also found evidence of a direct and positive relationship between transformative leadership and work engagement and satisfaction. The research findings suggest that both transformational and transactional leadership have a substantial and beneficial influence on employee commitment. Therefore, individuals who have high commitment are more likely to exhibit improved performance when subjected to transformational and transactional leadership. Hence, this research specifically examines the two well-recognized leadership styles, namely transformational and transactional, within the setting of Multinational companies.

2.4.1 Concept of Transformational Leadership

Transformational leadership is the most effective type of leadership. This leadership style promotes and motivates subordinates to beyond their interests to attain corporate objectives that go beyond the specified expectations (Abisilim et al., 2019). This is achieved by modifying their perception, behavior, morality, beliefs, interests, and values. It is important to mention that this idea was first introduced by Burns (1978, cited in Abisilim et al, 2019) and subsequently developed by many scholars such as Bass and Avolio (1990); Bass et al (2003); and Antonakis et al (2003). Bass and Riggio (2006) defined transformational leaders as persons who effectively motivate and inspire their followers to achieve exceptional outcomes, while also enhancing their leadership abilities. This suggests that transformational leadership is focused on driving change, particularly in the way objectives are accomplished. These leaders prioritize not just achieving corporate objectives that exceed the stated expectations, but also fostering the growth and development of their people's abilities. A transformative leader facilitates the achievement of both individual and organizational objectives by guiding and supporting workers inside the business (Ranasinghe & Sareena, 2021). Transformational leaders serve as exemplars and exhibit a compelling demeanour that motivates others to want to emulate the leader. Idealized influence is best shown by a transformative leader who is prepared to take risks and adhere to a fundamental set of values, beliefs, and ethical standards in their activities. The leader establishes trust with their followers and, as a result, the followers gain faith in their leader via the notion of idealized influence (Ranasinghe & Sareena, 2021). Empirical studies comparing different leadership styles in the technology sector highlight the superiority of transformational leadership in fostering employee commitment. For

instance, a study conducted by Kim and Yoon (2021) found that transformational leadership positively correlates with employee creativity and job satisfaction in tech firms in Southeast Asia, including Samsung Malaysia. Samsung Malaysia's investment in leadership development programs focused on transformational skills has yielded encouraging outcomes in terms of staff morale and loyalty. These programs emphasise the value of communication, strategic thinking and empathy, which are essential components of transformational leadership.

There are four components to transformative leadership, as outlined by Bass (1985). The first kind of influence is idealized influence, which occurs when followers take note of and want to emulate their leaders' qualities such as confidence, belief, power, and ethical or moral orientation (Antonakis & House, 2002). From the perspective of the leader's vital traits, an idealized attribute is characterized as the following: charisma, self-assurance, ethics, idealism, and trustworthiness. For a leader to have idealized influence, it's not enough for their followers to simply identify the traits they hold in high regard; these traits must also be able to inspire others to embrace and live by the organization's vision (Bass, 1999). Second, inspiring motivation refers to the ability of leaders to effectively communicate their objectives to inspire and encourage their subordinates towards achieving certain goals (Antonakis & House, 2002). The leader becomes inspiring and likable when they exhibit these traits of transformational leadership (Avolio & Bass, 2004). To what degree a leader inspires their subordinates to meet corporate goals by giving them courage, vision, and purpose is a key component of inspirational motivation. This suggests that the leader is very enthusiastic and optimistic and that they

utilize their words well to communicate to strengthen their dedication to the organization's goals and shared vision.

Third, according to Bass et al. (2003), intellectual stimulation is shown when a leader questions conventional wisdom, takes calculated risks, and encourages followers to share their ideas without passing judgment. Intellectual stimulation is a behavior that is considered to provoke change in subordinates. Change is essential for fostering innovative problem-solving and for tackling demanding tasks. Furthermore, leaders foster an atmosphere of ongoing learning by encouraging subordinates to question fundamental beliefs (Abasilim et al., 2019). Lastly, individual consideration entails providing workers with socio-economic assistance to enhance their growth and empowerment (Bass & Avolio, 1995; Malik et al., 2017). Leaders who use a transformational leadership style effectively inspire and encourage their subordinates to actively seek out and embrace innovation and creativity. The leader demonstrates a mindset of personalized attention as a coach and mentor. A good leader is someone who displays interest in and respect for their followers, who attends to their basic needs, and who is happy when they succeed in reaching the organization's common objectives (Winkler, 2010).

Furthermore, transformational leaders motivate, cultivate, promote, and educate followers by establishing trust and providing assistance (Govender, et al., 2013). Adler and Reid (2008) assert that workers have the highest level of satisfaction when their leaders exhibit support and consideration. Effective transformational leaders can inspire and motivate their followers to engage in exceptional actions that are beyond normal expectations. Table 2.1 displays the four significant components of Transformational

Leadership, as examined by many scholars (Burns, 1978; Bass, 1999; Malik et al, 2017; Alshaar, 2022).

Table 2.1

Four Components of Transformational Leadership

Component	Description
Idealized Influence	Leaders who serve as exemplary role models for their followers due to their extraordinary competence and commitment to a code of high ethical behavior. Leaders effectively convey a distinct vision and objective to their followers, therefore gaining their respect and trust.
Inspirational Motivation	Inspirational motivation is characterized by attributes that attract the attention of subordinates to leaders, as leaders somehow motivate and inspire them through their actions in the workplace. When leaders demonstrate inspirational motivation, they emphasize the significance of aligning personal objectives with organizational objectives and communicating the organization's direction to their subordinates.
Intellectual Stimulation	How often a leader questions assumptions, tries new things, and listens to followers' ideas without passing judgment is a measure of intellectual stimulation. Essentially, leaders who engage in intellectual stimulation encourage their followers to think critically about topics and situations to hone their skills. The text highlights the importance of leaders encouraging their people to think creatively and innovatively.

Individual Consideration	These leaders dedicate time to coaching and instructing their followers, taking into account the individual requirements of each follower. All the followers are seen as individuals, rather than just members of a group. Leaders who assist, maintain open communication and recognize potential problems contribute to the promotion of self-development among their followers.
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(Source: Burns, 1978; Avolio & Bass 1995; Abisilim et al., 2019)

In this study, the researcher only examines the effects of idealized influence and inspirational motivation on multinational employees, out of the four main components of transformational leadership: intellectual stimulation, individual consideration, idealized influence, and inspirational motivation. Prior research has shown that idealised influence and inspiring motivation have a greater effect on employees' commitment than intellectual stimulation and individual concern (Francis & Okorj, 2023; Kimeto & K'Aol, 2017; Ngaithe et al., 2016). Idealised Influence and Inspirational Motivation are regarded as the essential components of transformational leadership, as they effectively drive desired changes in follower behaviour and organisational outcomes. These dimensions are central because leaders set high standards, articulate a clear vision, and serve as role models, inspiring followers to surpass expectations and connect their beliefs with the organisation (Bass and Riggio, 2006). Empirical data reveals that idealised influence and inspirational motivation are the strongest predictors of leadership success when compared to other transformational leadership aspects. By meta-analysis, these two variables have the strongest link with outcomes such as leader effectiveness, organisational performance and follower satisfaction (Judge and Piccolo's, 2004).

Therefore, by limiting the research to idealised influence and inspiring motivation, a more concentrated and thorough examination may be conducted. This methodology has the potential to provide more intricate and precise observations, in contrast to a more general investigation that might diminish the significance of each element of transformative leadership.

Besides, if leaders want to exert idealized influence, they need to provide a good example for their people by being knowledgeable, ethical, and visionary. Idealized influence plays a critical role in a global workforce by fostering the development of shared values and goals among employees from different cultural backgrounds. A leader who lives by strong principles and acts ethically may help multinational colleagues from different cultural and professional backgrounds work together more effectively. Multinational corporations rely on this alignment to guarantee that their workers from all over the world are pulling in the same direction and following the same rules. The capacity of a leader to express a captivating vision that encourages and inspires followers is known as inspirational motivation. When it comes to inspiring motivation multinational companies' employees need to encounter obstacles like cultural differences, physical remoteness, and distinct regulatory frameworks. These obstacles may be solved with the support of a leader who can articulate the organization's vision clearly and bring everyone's goals into harmony. Despite the challenges inherent in a global context, inspiring motivation may help workers feel connected to the company's mission and work together enthusiastically to achieve shared objectives. To keep a diverse staff engaged and committed, this component is crucial.

2.4.2 Concept of Transactional Leadership

Transactional leadership is characterized by the contractual connection between the leader and subordinates, which is based on their benefits (Winkler, 2010). This kind of leadership is recognized for its use of the carrot-and-stick approach to achieve corporate objectives (Bass, 1997). This suggests that workers are compensated according to the successful completion of their assigned responsibilities and, to avoid negative consequences, they ensure that they also meet the leader's expectations (Aarons, 2006). Transactional leadership is a leadership style that emphasizes the exchange of incentives and penalties between leaders and followers (Abu & Arar, 2020; Bass and Avolio, 1990). This leadership style evaluates performance based on the organization's system of rewards and penalties (Aloysius, 2017). Furthermore, transactional leadership is characterized by a leadership style that focuses on tasks and is associated with performance incentives based on rewards (Govcender et al., 2013). Burns (1978) defined transactional leadership as a dynamic between a leader and followers, characterized by a sequence of mutually beneficial interactions that attempt to optimize both organizational and individual advantages. Transactional leaders are leaders who gain authority by rewarding staff for job completion, as described by Govender et al. (2013).

Avolio and Bass (2004) identified two components of transactional leadership: contingent reward and management by exception. The link between these dimensions is focused on leader-employee interactions, which are considered to be comparatively less significant types of leader engagement and participation, especially when compared to the transformative dimensions. Contingent reward is a dynamic exchange between leaders and workers in which leaders provide enticing benefits in return for exemplary

performance and acknowledge achievements (Udovita, 2020). Contingent reward entails recognizing the requirements of workers and assisting in the attainment of mutually agreed-upon goals. This is done by aligning these goals with the expectations of leaders and providing rewards to employees when they successfully fulfill the objectives (Bass, 1998; Abisilim et al., 2019; Udovita, 2020). Contingent reward leaders provide explicit instructions to employees on how to earn rewards for their efforts. They establish a system where employees get desired outcomes in return for meeting certain goals (Udovita, 2020). Transactional leadership is based on the use of suitable incentives to inspire and encourage followers (Nam & Park, 2019). The leaders establish explicit expectations, define performance objectives, and use contingent incentives and penalties to inspire their subordinates (Afsar et al., 2017; Klein, 2023; Udin, 2023). The contingent reward strategy establishes a transactional relationship where subordinates strive to get desired results in return for promised benefits, which may be both material and intangible (Dai et al., 2013; Udin, 2023). Conversely, not meeting the promised expectations might lead to punishment.

Conversely, management by exception involves implementing proactive actions aimed at preventing errors. Active leaders practicing management-by-exception closely observe and anticipate any departures from performance norms among workers. They promptly take remedial measures to address these deviations (Bass & Avolio, 1995; Udovita, 2020). It pertains to the leader's capacity to actively oversee the job of subordinates continuously and guarantee that personnel adhere to established benchmarks (Tetteh, 2016). Transactional leaders operate within the framework of their company culture and adhere to established rules, processes, and operational standards (Njiinu,

2017). Transactional leaders possess official power and accountability inside an organization (Sutanto, 2021). Transactional leaders provide explicit instructions or detailed explanations of job tasks to their followers (Kamel, 2017). Abdelwahed et al. (2023) assert that they provide explicit instructions and establish unambiguous anticipations, facilitating subordinates' comprehension of their obligations. Furthermore, transactional leaders tend to restrict autonomous thinking and innovation among their subordinates. Riaz and Haider (2010) argue that transactional leadership is most successful in settings characterized by well-defined tasks and unambiguous guidance. Transactional leaders provide explicit standards and processes to effectively accomplish certain objectives and sustain elevated productivity inside the business (Lan et al., 2019). Table 2.2 displays the two significant components of transactional leadership, as examined by many scholars (Bass, 1998; Bass and Avolio, 1993; Udovita, 2020; Abisilim et al., 2019).

Table 2.2
Two Components of Transactional Leadership

Component	Description
Contingent Reward	A leader and employees engage in contingent rewards when the leader promises a reward in return for strong performance and acknowledges the employee's achievements. The concept of contingent rewards is based on the idea that leaders should take the time to learn about their employee's requirements and then work with them to set and reach agreed-upon goals. Once these goals are reached, employees will be rewarded.
Management by Exception	Management-by-exception comprises taking proactive measures to minimize the likelihood of errors. Active management by exception involves the leader's ongoing monitoring to ensure that tasks are carried out, issues are identified and resolved, and

processes are strengthened. This suggests that the leader is watchful and attentive to the actions undertaken by their followers. Passive management by exception occurs when leaders are open and responsive, addressing problems only when they occur. These leaders respond to difficulties promptly when they arise.

(Source: Bass, 1998; Bass and Avolio, 1993; Udovita, 2020; Abisilim et al., 2019)

2.5 Prior Studies on Leadership and Employee Commitment

The correlation between leadership style and commitment among employees has undoubtedly garnered significant study attention. The majority of research studies have varied results. In their research, Raja and Palanichamy (2011) found that the transformational leadership style was both more desired by workers and more strongly associated with their commitment compared to the transactional leadership style. It has been noted that the positional identification of the respondents had a substantial influence on their assessment of leadership style and their commitment as workers. However, compensation did not seem to have any effect on the respondents that were sampled. The research found that workers' opinion of their peers influences their choice of leadership style. Additionally, it observed that income, which may be considered a kind of financial motivation, does not seem to affect the preference for leadership style or commitment to the firm. The findings of this research support the idea that employee engagement in a company cannot always be attributed to extrinsic motivation.

In a study conducted by Dariush et al. (2016), it was shown that the leadership styles of managers, namely transformational and transactional styles, have a notable and

beneficial impact on workers' commitment. The association may exhibit either a positive or negative correlation. Dahie et al (2017) research found a favorable correlation between workers' commitment and both transformational and transactional leadership styles. Similarly, in their study, Mulugeta and Hailemariam (2018) found that the predominant leadership style in their company was transformational leadership, followed by transactional and laissez-faire leadership styles, as reported by the workers. The research further determined that there are certain aspects, apart from leadership styles, that influence workers' commitment to the firm (Mulugeta & Hailemariam, 2018). Gcaza et al (2018) conducted a study to examine the impact of leadership style and organizational culture on workers' commitment. Their research revealed that leadership styles and organizational culture have a noteworthy impact on workers' dedication, resulting in beneficial outcomes. The research found that workers' commitment was most impacted by the transformational leadership style, as opposed to the transactional leadership style (Gcaza et al., 2018).

Arokiasamy and Tat (2019) performed research to analyze the association between transformational leadership, job engagement, and workplace spirituality among academic personnel in four Private Higher Education Institutions (PHEIs) in Malaysia. Empirical research was conducted to analyze the perspectives of 369 full-time academic staff working in higher education institutions in Malaysia about transformational leadership style, job engagement, and workplace spirituality. The results also provide proof that transformational leaders have a vital impact on developing workplace spirituality and the degree of job engagement among employees in an emerging nation's work environment.

In their research, Mahfouz et al (2022) investigated the role of employee commitment as a mediator in the link between transactional leadership style and employee performance in the Malaysian construction industry. As a result, the transactional leadership style was shown to have no significant impact on predicting employee performance, but employee commitment had a big effect on employee performance. Transactional leadership had a considerable effect on employee commitment, and this commitment completely mediated the connection between transactional leadership and employee performance.

To summarize, there has been a substantial study on the association between leadership style and staff commitment, which has yielded diverse findings. The majority of previous studies have mostly focused on the overall influence of different leadership styles on employee dedication. Research repeatedly shows that transformational leadership is more successful than transactional leadership in promoting employee engagement. Nevertheless, there is a conspicuous deficiency in the existing body of research regarding the analysis of the distinct elements of leadership styles and their unique impacts on employee commitment. The objective of this research is to address this deficiency by examining the individual elements of transformational and transactional leadership styles and their unique impacts on employee dedication.

2.6 Transformation Leadership and Employee Commitment

2.6.1 Idealised Influence and Employee Commitment

Idealized influence is a component of transformative leadership that has been recognized as an independent variable in this research. Researchers studying this phenomenon argue that idealized influence pertains to the concept that followers will have confidence and admiration for their leaders, expecting them to provide assistance and allocate resources. Due to this conviction, workers will be inclined to comply with the leader's instructions, irrespective of their intricacy or challenge. Idealized influence is fundamentally characterized by the furthest degrees of moral thinking and aptitude for perspective-taking (Barinua & Tamunonengiyeofori, 2022). These leaders demonstrate a willingness to prioritize the well-being of their work group, organization, and community above their interests. They establish rigorous standards for work behavior and serve as exemplary examples for adhering to those benchmarks (Barinua & Tamunonengiyeofori, 2022).

Prior studies have shown that the ability to regulate emotions optimally has a direct impact on one's performance and behavior (Bass & Avolio, 1994). Some research suggests that the idealized influence is synonymous with charismatic management. It further indicates that transformational leaders exhibit behaviors that make them likely to be seen as role models (Gomes, 2014; Ngaihe et al., 2016). Idealized influence has been associated with a leader who has charisma, moral values, and the ability to effectively convey their vision for the company they oversee (Ngaihe et al., 2016). These leaders have cultivated distinctive public beliefs and have produced captivating photographs for their supporters (Gomes, 2014). Transformational management trends focus on both the desires and preferences of followers. Managers with transformational leadership qualities

are responsible for overseeing the growth and enhancement of a team of workers, focusing on their values, ethics, and skill development.

Ngaihe et al (2016), the researchers investigated the impact of transformational leadership on the performance of employees at state-owned companies (SOE) in Kenya. A stratified random selection approach was used to choose a sample of 163 senior managers from a target population of 275. The research revealed a strong and positive correlation between idealized impact and staff performance, with a correlation coefficient of $r = .64$. The results of the multiple linear regression analysis showed that idealized influence had a substantial positive effect on staff performance.

Maina et al (2021) did research examining the impact of idealized influence on employee commitment at Public Universities in Kenya. A stratified random sampling approach was used to obtain a total sample of 348 respondents from a target population of 5 out of the 31 public colleges. The findings suggest a robust and statistically significant positive correlation between idealized influence and employee engagement ($R = .548$). The coefficient of determination $R^2 = .301$ indicates that idealized influence accounts for 30.1% of the variability in employee engagement.

Barinua and Tamunonengiyeofori (2022) also explored to find out the relationship between idealized influence and employee commitment in their research. Among the characteristics of idealized influence that were examined in this research were trust, ethical principles, role models, and risk-taking. The result shows that improving idealized influence improves performance which found a favorable correlation between idealized influence and employee commitment. To boost employee efforts in reaching and attaining

organizational goals and objectives, the research suggests that leaders should show greater passion to staff about what needs to be done and consistently offer workers an exciting purpose and vision.

Afshari (2022) examines the correlation between the idealized impact aspect of transformational leadership (TL) and employee organizational commitment in two distinct cultural settings. Collected data originated from the members of two industrial organizations, one located in Australia and the other in Iran. The findings revealed statistically significant correlations between two types of idealized influence which are ascribed and behavioral and the level of organizational commitment among the Iranian participants. However, in the Australian sample, only the conduct of idealized influence had a noteworthy effect on employee commitment. Moreover, the results indicated that the incentive that was found acts as a mediator in the connection between idealized influence behavior and organizational commitment.

Prior research has consistently shown that idealized influence has a crucial role in improving employee engagement and performance. Leaders who demonstrate exemplary ethical principles, behave as exemplars, and emphasize the welfare of their team have a profound effect on their workers' dedication and involvement. The consistent favorable associations and significant impacts seen in several research conducted in different cultural settings underscore the universal significance of idealized influence in the context of transformative leadership. In this study, the researcher intended to examine the impact of the idealized influence aspect of transformational leaders on employee commitment in a multinational company in Malaysia. Thus, the study's first hypothesis has been developed.

2.6.2 Inspirational Motivation and Employee Commitment

Inspirational motivation is generated by using both effective and communicative methods of persuasion. This behavior highlights the significance of leaders effectively conveying high expectations to workers, therefore inspiring and motivating them via the provision of purpose and challenges (Ngaithe et al., 2016). This enables employees to cultivate a collective vision inside firms (Bass & Avolio, 1994). Inspirational leaders ensure that individual and organizational goals are in harmony, making the attainment of corporate goals an appealing way to reach personal goals. Inspirational motivation utilizes behavior to encourage and inspire workers by providing a common purpose and a stimulating task to the followers (McCleskey, 2014). The leader provides purpose and complexity that stimulates and encourages the efforts of the workforce. Leader fosters team cohesion, passion, and optimistic outlook among their followers by engaging them in a compelling vision of the future and by articulating ambitious goals that followers are motivated to attain (Gomes, 2014). Aligning individual needs with organizational requirements is a key method for inspiring motivation.

Northouse (2015), inspirational motivation involves increasing employee awareness and encouraging them to exhibit dedication to the organization's vision and goal. Inspiring leaders effectively communicate high expectations to their followers, fostering team spirit and passion. Inspiring and motivating leaders empower their subordinates by giving them more autonomy in their tasks and jobs, which leads to higher levels of performance (Kimeto et al., 2017). In addition, inspiring leaders strive to acquire more knowledge and motivate their subordinates to pursue continuous learning and improve their personal and professional growth (Smith, 2011).

Furthermore, transformational leaders strive to cultivate a feeling of collaboration and dedication by clearly defining the organization's vision, purpose, and strategic objectives, and fostering a strong sense of resolve among workers (Renjith et al., 2015). Inspirational motivation refers to the act of effectively and optimistically conveying a vision, and demonstrating vigor and excitement to generate a compelling and persuasive vision (Ngaithe et al, 2016). Transformational leaders should exhibit behaviors that effectively excite and inspire employees (Sundi, 2013). Such behavior includes the implicit display of employee excitement and optimism, fostering teamwork, highlighting good outcomes and benefits, stressing goals, and motivating staff.

Kimeto et al (2017) researched to determine the impact of inspirational motivation and intellectual stimulation on organizational commitment in commercial banks in Kenya. The study used a positivist research attitude and utilized a descriptive correlational approach. A stratified random sampling approach was used to choose a sample of 150 senior managers from a population of 240 senior managers belonging to the 40 commercial banks of Kenya. The findings of the multiple regression analysis showed that inspirational motivation had a substantial impact on employees' commitment. Research done by Malela and Gathumbi (2016) to determine the impact of inspiring motivation on teachers' work commitment in public primary schools located in Matinyani Sub County, Kitui County, Kenya. The research sample consisted of 25 head teachers and 169 instructors. According to the results, the research determined that inspirational motivation has a positive effect on teachers' work commitment. Therefore, it is recommended that head teachers enhance inspirational motivation as it plays a crucial role in enhancing teachers' job commitment.

Similarly, a study conducted by Maina et al (2021b) established the influence of inspirational motivation on employee engagement in Public Universities in Kenya. A total sample of 348 respondents was drawn using stratified random sampling techniques from a target population of 5 out of the 31 public universities that were included. The results indicate that there is a relatively strong but significantly positive association between inspiration motivation and employee engagement ($R=.563$). Inspiration motivation explained 31.7% of the variation in employee engagement.

The examination of inspiring motivation as a constituent of transformative leadership underscores its substantial impact on employee dedication and involvement. Research consistently shows that leaders who communicate high goals and express a compelling vision may inspire and motivate people, resulting in increased organizational commitment and performance. Leaders who skillfully convey demanding standards, clearly express a captivating vision, and synchronize corporate objectives with individual ambitions can inspire and energize people, cultivating a favorable organizational culture and improving performance. In this study, the researcher intended to examine the impact of the inspiration motivation aspect of transformation leaders on employee commitment in a multinational company in Malaysia. Thus, the study's second hypothesis has been developed.

2.7 Transactional Leadership and Employee Commitment

2.7.1 Contingent reward and Employee commitment

Transactional contingent reward may be defined as a mutually beneficial transactional conduct shown by a leader that fulfills the essence of an exchange connection between

the leader and employee (Sayadi, 2016). Contingent reward refers to a method used by leaders to communicate to their followers the specific tasks they need to do, the performance standards they need to fulfill, and the rewards they will get for their efforts and successful goal attainment (Xenikou, 2017). The contingent reward leader acknowledges the employee's demands and establishes agreement with them on how awards will be allocated according to their performance (Ewen et al., 2013). Contingent reward leaders provide a mutual understanding of the incentive, performance expectations, and the timeframe for the activity before it is undertaken (Birasnav, 2014).

Leadership relies on the inspiration and motivation of the workforce to reach pre-defined goals, which is a dynamic phenomenon. The leadership in question employs several tactics and traits to motivate people, with contingent reward being the most influential one (Bass & Avolio, 1990). While contingent reward is a prominent characteristic of transactional leadership, it is worth noting that all leaders use rewards to some degree as a means of encouraging others to attain desired goals (Judge & Piccolo, 2004). It is an established truth that when employees carry out their given duties efficiently, they will be rewarded for their efforts (Limsila & Ogunlana, 2008). The significance of rewards, both intrinsic and extrinsic, in motivating people towards performance and accomplishments has been well acknowledged (Armstrong et al., 2011). The workers consistently demonstrate a strong level of reactivity in order to outperform their colleagues when specific incentives are associated with task accomplishments (Wiza & Hlanganipai, 2014). The awards facilitate the enhancement of the workforce's capabilities, expertise, and competencies in the areas of innovation, productivity, and creativity inside the institutions (Kalsoom et al, 2018).

Afshari and Gibson (2016) researched the relationship between transactional leadership and organizational commitment. They found that when employees get incentives for their work performance, they feel obligated to perform even better to meet the goals of the business. The duty to perform is defined by a sense of moral commitment to the firm and is strengthened by offering workers benefits that are dependent on their performance (Afshari & Gibson, 2016). Furthermore, contingent benefits are more likely to result in workers demonstrating affective commitment (Afshari & Gibson, 2016). Sayadi (2016) proposed that the contingent incentive style of transactional leadership positively influences employee organizational commitment in research examining the relationship between leadership style and commitment within an organization. The study done by Jackson et al (2013) discovered a significant and positive correlation between contingent reward and employee commitment.

Jantan (2020) researched to critically evaluate the relationship between rewards and organizational commitment among Independent Financial Advisers in Malaysia. The SurveyMonkey web tools were employed to administer the survey to 260 IFAs registered with the Securities Commission Malaysia. The hypotheses that were tested unequivocally demonstrate that rewards have a substantial and beneficial impact on organizational commitment. The most practicable and effective rewards for IFAs have been identified through this research. The most favorable impact of extrinsic rewards on employee commitment is the possibility of promotion, which can be translated into improved employee performance. Additionally, intrinsic motivation among IFAs can be stimulated by autonomy and participation in decision-making. In general, employee commitment is one of the antecedent determinants of employee performance.

Research done by Khan et al (2020) investigated the impact of contingent rewards on employee responsiveness and emotional commitment. Information was gathered from workers employed in higher education institutions. The research conducted a statistical analysis to examine the relationship between contingent rewards and workers' responsiveness and emotional commitment. The results indicate that leadership in higher education institutions should adopt an optimal combination of various awards based on the specific job requirements and the efforts and expertise of the workforce.

Huang et al (2020) conducted a study that investigated the impact of psychological empowerment on the organizational commitment of university faculty as a result of the transformational and contingent reward leadership of departmental-level academic leaders. A questionnaire survey was conducted with a total of 1278 university faculty members. The findings indicated that university faculty's psychological empowerment and organizational commitment were positively impacted by both transformational and contingent reward leadership. Additionally, they demonstrated that the relationships between organizational commitment and both transformational and contingent reward leadership were positively mediated by the psychological empowerment of university faculty.

In overall, an examination of contingent rewards under transactional leadership demonstrates its substantial influence on employee dedication and output. Consistent with previous research, leaders who make good use of contingent rewards to convey expectations and acknowledge accomplishments create a favorable work environment, boost morale, and solidify loyalty to the business. Leaders may inspire and engage their employees to great heights when they utilize contingent rewards to clarify roles, promote

good performance, and link individual objectives with company objectives. In addition to improving performance and dedication, this method cultivates a good company culture. In this study, the researcher intended to examine the impact of the contingent rewards aspect of transactional leadership on employee commitment in a multinational company in Malaysia. Thus, the study's third hypothesis has been developed.

2.7.2 Active Management by Exception and Employee Commitment

Bass & Avolio (2002) defined a Leader who Management by Exception-Actively as someone who not only focuses on identifying problems, but also assists workers in addressing and resolving such errors, complaints, or failures. He consistently emphasizes their past mistakes to motivate them to reach a certain benchmark. Effective leaders also demonstrate adaptability by adjusting their activities to fit the specific circumstances, even if it means adopting remedial measures that may have short-term negative consequences. However, this strategy proves to be beneficial in the long term (Hasija et al., 2019). In the context of active management by exception, the leader closely observes and evaluates the performance of workers. When employees do not fulfill the established criteria or standards, the leader takes remedial steps (Bass & Riggio, 2006). It involves monitoring performance and implementing corrective measures as necessary (Judge et al., 2002).

Furthermore, active management by exception is a strategy that focuses on upholding existing routines, processes, beliefs, and traditions. It involves closely monitoring any deviations from these established norms to promptly rectify them and prevent problems from arising (Dartey-Baah & Addo, 2018). The active type of

management by exception is a leadership style that focuses on correcting issues and obstacles that hinder the achievement of organizational goals. It is characterized by a watchful approach to guaranteeing the timely and accurate accomplishment of planned objectives (Sayadi, 2016). Managers who use active management by exception consistently monitor staff to prevent mistakes and maintain a high level of job efficiency (Rana et al., 2016). Raziq et al. (2018) proposed that excessive monitoring might have negative effects on objectives, as it can lead to a decrease in employee motivation due to constant correction and a restrictive work environment. According to Breevaart et al. (2014), the active dimension proactively identifies errors and implements regulations to avoid them. Achievement management via exception is shown to be less successful than dependent incentives (Breevaart et al., 2014). However, in comparison to the passive dimension, active management by exception has a stronger positive correlation with employee engagement, organizational commitment, and attainment of corporate goals (Rana et al., 2016).

Wei et al. (2016) researched to examine the effects of different leadership styles on organizational commitment. They discovered that active management by exception led to greater levels of employee organizational commitment compared to passive management by exception. In their study, Jackson et al. (2013) discovered that active management had a positive correlation with emotional organizational commitment, however, the link was much lower compared to the contingent reward. Sayadi (2016) researched the impact of transactional leadership style on organizational commitment. The study also indicated that the active management by exception style has a favorable influence on employee organizational commitment. In a study conducted by Susanj and

Jakopec (2012), it was discovered that active leadership had both direct and indirect beneficial impacts on organizational commitment. Lyndon and Rawat (2015) conducted a study on the impact of leadership on organizational commitment. They found that active management by exception was positively but weakly associated with emotional, normative, and continuity commitment.

In overall, active management by exception is a proactive leadership approach that entails carefully monitoring employee performance, promptly resolving difficulties as they emerge, and using prior missteps as a means to drive improvements. This method is distinguished by its emphasis on maintaining elevated standards, adhering to defined procedures, and implementing remedial actions to pre-empt issues. Active management by exception has a more robust positive link with employee engagement and organizational commitment when compared to passive management by exception. It has a good impact on several types of commitment, such as emotional, normative, and continuity commitment. Therefore, in this study, researchers propose that active management by exception has a positive influence on employee commitment.

2.7.3 Passive Management by Exception and Employee Commitment

According to Tetteh-Opai and Omoregie (2015), leaders who practice passive management by exception wait until issues have already occurred before taking action. Leadership in its passive form, as opposed to its active form, is characterized by leaders who step in only in the event of errors (Rana et al., 2016). Sawhney and Cigularov (2018) found that passive management by exception tends to disregard workers demonstrating bad behaviors until a major issue arises. Leaders who engage in passive management by exception often address their staff when they make a mistake, expressing their

dissatisfaction (Breevaartet al., 2014). The followers may see the leader's actions adversely, viewing them as criticism, consequences, or punishment (Martínez-Córcoles & Stephanou, 2017). Reduced emotional investment may occur if workers see passive management by exception as unjust (Jackson et al., 2013).

Furthermore, management by exception, in its passive form, is associated with leaders who exhibit avoidance tendencies and a wide scope of control (Breevaartet al., 2014). Until someone points out an issue, managers who operate passively by exception aren't likely to know about it (Jiang & Probst, 2016). According to Jiang and Probst (2016), this style of leadership is often criticized for its lack of effectiveness. Mesu et al. (2013) discovered a positive correlation between passive management and laissez-faire management styles, both of which lead to undesirable results such as a decline in employee trust and dedication. Passive management by exception was not associated with any aspect of employee commitment (Lyndon & Rawat, 2015) on the impact of leadership on organizational commitment. While Clinebell et al. (2013) found no correlation between passive management by exception or laissez-faire leadership styles and effective organizational commitment, they did find a negative correlation between these styles with normative or continuity commitment. According to research by Chênevert et al. (2013), who examined the relationship between passive leadership and emotional organizational commitment, the former is linked to an increase in role conflict, overload, and ambiguity, while the latter is inversely connected to long-term affective commitment.

Passive management by exception is a leadership style that is defined by a tendency to defer involvement and only take action in response to certain situations, as described in the literature. Leaders who adopt this strategy often delay taking remedial

action until issues manifest, leading to unfavorable consequences for both people and the business. According to the research, passive management by exception is a leadership style that is less successful and may result in reduced employee trust, commitment, and greater role conflict. This eventually has a negative influence on the organization's overall performance and employee happiness. Therefore, the researcher hypothesizes that passive management by exception has a detrimental effect on employee loyalty in multinational companies.

2.8 Theory related to study

2.8.1 Social Exchange Theory

This study developed based on social exchange theory. Blau (1964) defines social exchange as a series of voluntary acts driven by workers' incentives to obtain anticipated rewards throughout the exchange process. He argues that social conduct is a consequence of an exchange process in which people strive to maximize the advantages and minimize the disadvantages of their interactions. This idea is founded on the concepts of economics and psychology, proposing that human connections are established and sustained according to the perceived equilibrium between benefits and drawbacks (Mitonga-Monga, 2020). According to Osman et al. (2016), the explanation for this theory and the commitment of an employee in their current job is the reciprocal process that occurs between employees and their present employers. Employees are more inclined to allocate their time, energy, and dedication to their profession when they think that the organization places importance on their contributions, offers assistance, and acknowledges their efforts. The mutual interaction between employees and leaders improves work satisfaction and cultivates a strong feeling of loyalty.

Within the realm of leadership, the use of SET may provide insights into how employees react to various leadership styles. When workers see that their leaders provide them with advantages like as assistance, recognition, and fair treatment, they feel a feeling of duty to respond with good actions, which includes being more committed to the firm. Employees who see their leader or employer as supportive are more likely to reciprocate with a strong dedication to organizational objectives (Cropanzano et al., 2017; Qureshi & Butt, 2020).

Transformational leaders inspire their teams to achieve predetermined objectives by outlining each member's specific responsibilities and the steps needed to complete each assignment. By outlining expectations for performance, leaders convey to their subordinates exactly what it is that they expect from them. The first is that leaders are legitimately based on organizational management's authority and use organizational rewards and punishments to influence subordinates' performance. The second is that leaders frequently stress work standards, task assignments, and task-oriented objectives, and they pay close attention to subordinates' compliance and task completion. As part of their transformational leadership style, leaders inspire their followers to work together toward a shared objective while simultaneously passing on their own ideas and moral compass. In this process, leaders assist their subordinates in completing their work, but they also demonstrate care for them through their charisma, encouragement, and stimulation of creative thinking. Eventually, subordinates change their working attitude, beliefs, and values to prioritize the organization's interests over their own, leading to increased engagement in their work. High productivity and minimal turnover may be achieved with this style of leadership, which also makes subordinates feel more valued

and appreciated. This leadership style forms a social exchange relationship between leaders and employees.

On the other hand, transactional leaders achieve performance goals by incentivizing subordinates to think intelligently and work toward group objectives; they keep an eye on the big picture, highlight the development vision to inspire subordinates to use their creativity; and third, they genuinely care about their subordinates' personal development and actively work to foster an environment conducive to it. These two leadership styles may be better understood by looking at them through the lens of social exchange, which provides insight into the mechanisms of deeper interpersonal connection and how they impact subordinates and organizations. Therefore, by incorporating SET into this study, the researcher can offer a comprehensive explanation of the mechanism by which leadership styles influence employee commitment namely, social exchange. This method is consistent with current research and provides a straightforward framework for examining the reciprocal relationship between the employee commitment and the behaviors of leaders in multinational corporations.

2.8.2 Leader-Member Exchange Theory

Leader-Member Exchange Theory emphasises the two-way (dyadic) relationship between leaders and their subordinates. It implies that leaders cultivate individual relationships with each member, marked by various levels of trust, respect, and obligation. High-quality LMX connections, in which leaders interact with employees on an individual basis, result in enhanced job satisfaction, commitment, and lower turnover intentions. Employees with

high LMX connections experience stronger support and fairness from their leaders, fostering a strong sense of commitment.

The Leader-Member Exchange (LMX) idea emphasises the importance of leaders' relationships with their subordinates, implying that these interactions are critical to leadership success. The LMX hypothesis is founded on the premise that leadership is not uniform, but rather changes depending on the unique dyadic interactions between a leader and each follower. The theory distinguishes two major groups that arise inside teams: the "in-group," which has a close, trust-based relationship with the leader, and the "out-group," which often has a more transactional and detached relationship. Leaders are more likely to create high-quality connections with specific subordinates, giving them with additional assistance, resources, and opportunities that can improve their job satisfaction and efficiency. Conversely, lower-quality relationships with others can lead to less favourable outcomes, such as reduced communication and motivation (Graen & Uhl-Bien, 1995).

Leadership style has a significant impact on the quality of these leader-member interactions. Transformational leaders, who inspire and motivate by developing a compelling vision and promoting innovation, are more likely to develop high-quality LMX connections because they are deeply engaged with their followers. This differs from transactional leaders, who focus on specific exchanges and rewards, perhaps resulting in a more standardised and lower-quality LMX with most subordinates, with the exception of those who succeed at satisfying expectations. Servant leadership, which prioritises followers' well-being and development, promotes strong LMX connections through trust and empathy. Autocratic leadership, which is defined by unilateral decision-making,

frequently results in lower-quality LMX interactions due to a lack of personal connection with subordinates. Democratic leadership, which involves participatory decision-making, can lead to higher LMX relationships by promoting open communication and mutual respect (Northouse, 2018).

The effect of LMX on organisational outcomes is significant. Employees in high-quality LMX connections are more likely to be satisfied with their jobs, committed to them, and perform well. These ties also help to improve team dynamics and cohesion, yet the presence of in-groups and out-groups can lead to tension and conflict if not managed properly. Leaders that build strong LMX connections are widely seen as more effective because they can better influence, motivate, and retain their best performers. However, challenges such as managing perceptions of favouritism and balancing the quality of relationships across the team must be addressed to fully realize the benefits of LMX theory (Graen & Uhl-Bien, 1995).

This dynamic is especially important in global organisations such as Samsung Malaysia, where a diverse and complicated work environment can benefit from leaders who build strong, individualised connections with their employees. Leaders who prioritise high-quality LMX connections can minimise turnover intentions while also increasing general employee morale, resulting in a more engaged and stable workforce. This method not only improves individual performance but also promotes a cohesive and productive organisational culture.

The LMX theory emphasises the importance of relationship quality in leadership. Leaders who understand and apply the LMX principles may build more engaged, motivated, and productive teams. Integrating LMX theory into leadership development

programs can help leaders develop stronger, trust-based relationships with their teams, resulting in enhanced organisational performance and employee engagement.

2.9 Summary

This chapter defines and explains the definition and concept of employee commitment, leadership styles, and impact of leadership style on employee commitments, all of which are backed up by empirical data from a study of the relevant literature. Leadership styles that contribute to employee positive commitment have been identified and addressed, and the link between the dependent and independent variables has been adequately stated. Methods for putting these theories to the test will be outlined in the next section.



CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter provides an in-depth analysis of the research methodology used in this study. The chapter concludes with a detailed description of the methodology used to collect and analyze the data, including the study's conceptual framework, hypothesis development, study design, population classification, sample size and sampling techniques, data collection, instrument preparation, instrument verification, and data analysis techniques.

3.2 Research Framework

A conceptual framework visually represents the anticipated correlation between your variables. The statement outlines the pertinent goals for the research procedure and illustrates how they converge to form logical findings (Sawaen & George, 2022). This study seeks to examine the role of idealized influence and inspiring motivation and contingent compensation and management by exception, on employee engagement in multinational corporations. The framework will facilitate comprehension of how these leadership styles impact different faces of employee engagement, offering a distinct visual depiction of the postulated links. The study's research conceptual framework is shown in Figure 3.1.

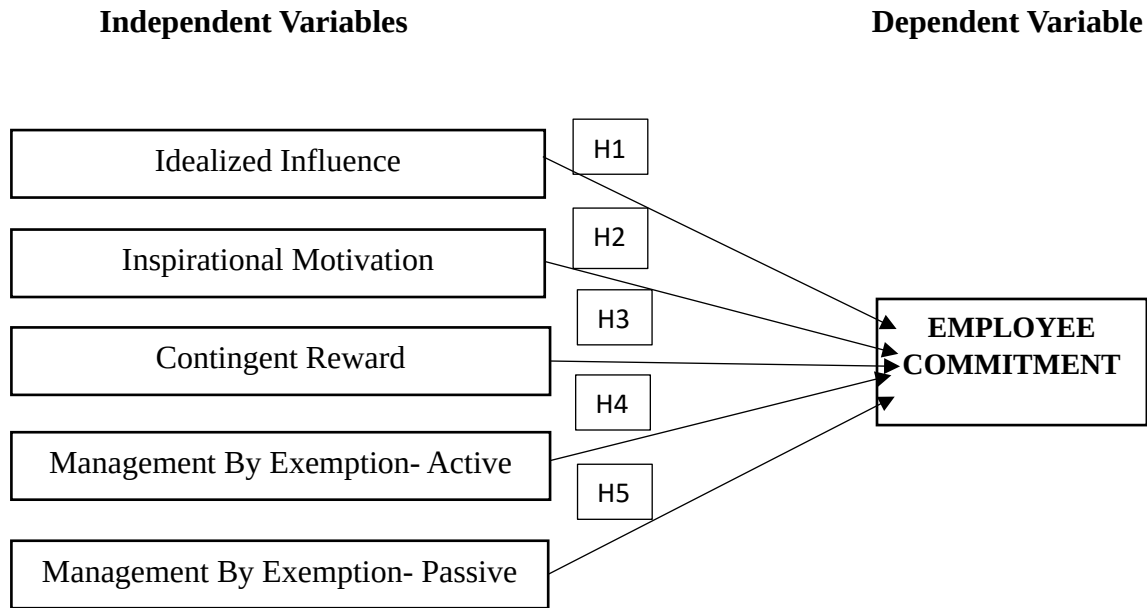


Figure 3.1: Conceptual Framework

3.3 Hypothesis Development

Testing hypotheses about the relationships between variables is the foundation of research. According to Newman and Gough (2020), a research hypothesis is the first step in determining whether two variables are significantly related. One way to find out is to use hypothesis testing to see whether the hypothesized link holds validity. All of the independent variables that affect the dependent variable may be measured with the use of the study's hypothesis. The dependent variable in this research is employee commitment, whereas the independent factors include idealized influence, inspirational motivation, contingent rewards, active management by exception, and passive management by exception. The next section will use the findings from the literature review to describe the interconnected parts of this research.

3.3.1 Idealize Influence and Employee Commitment

Ideal influence pertains to the conduct of leaders who serve as exemplars, garnering the confidence and admiration of their subordinates via ethical conduct, strong moral values, and a compelling aura. Prior research has investigated the relationship between ideal influence and employee commitment (Ngaithe et al., 2016; Maina et al, 2021; Barinua & Tamunonengiyeofori, 2022). Their research revealed that leaders who had optimal influence were able to substantially enhance staff commitment. The results indicated that when workers see their leaders as exemplars who reflect the principles and ethics of the firm, they are more inclined to form a stronger emotional connection with the organization. This connection is evident in the form of heightened emotional commitment when workers demonstrate concern for the well-being and success of the firm. This leadership approach serves as a model for workers to imitate and cultivates a strong feeling of loyalty and dedication to the firm. Therefore, this research aims to examine the impact of the idealized influence of transformational leadership on employee commitment among employees in multinational companies. The first hypothesis was developed.

H1: The idealized influence of transformational leadership is positively related to employee commitment.

3.3.2 Inspirational Motivation and Employee Commitment

The ability to articulate a compelling vision that encourages and inspires followers to put the organization's needs ahead of their own is an essential part of transformational leadership, which includes inspirational motivation. Prior research has investigated the relationship between inspirational motivation and employee commitment (Northouse,

2015; Malela & Gathumbi, 2016; Kimeto et al., 2017; Maina et al, 2021b). By giving workers, a sense of direction and helping them connect their ambitions with the organization's aims, this kind of leadership greatly increases employee dedication. Inspirational motivation has a good effect on both work performance and staff commitment. Leaders may increase workers' emotional investment in the company by successfully communicating a compelling vision, as stated by Northouse (2015). Employees are more invested in the organization's mission and values when leaders inspire a common vision and encourage them to take pride in their jobs. The use of inspiring motivation by leaders greatly enhanced employee dedication and productivity, as evidenced by Malela and Gathumbi (2016). Inspiring leaders create an atmosphere where people are driven to dedicate themselves to the organization's success by communicating a compelling vision, encouraging emotional involvement, raising morale, and ensuring that personal and corporate objectives are aligned. This positive correlation highlights how crucial inspiring motivation is for cultivating a loyal and devoted staff. Therefore, this research aims to examine the impact of the inspirational motivation of transformational leadership on employee commitment among employees in multinational companies. The second hypothesis was developed.

H2: The inspirational motivation of transformational leadership is positively related to employee commitment.

3.3.3 Contingent Rewards and Employee Commitment

The use of contingent incentives is central to transactional leadership, which entails leaders outlining specific goals and then rewarding subordinates when they achieve them.

By associating success with incentives, this leadership style is critical for inspiring employees to put in their best effort. Extensive prior studies on the topic of contingent rewards and employee commitment have shown that when workers are incentivized for their performance, they are more likely to go above and beyond to meet organizational objectives (Afshari & Gibson, 2016; Jantan, 2020; Khan et al, 2020). Employees feel obligated to maintain high performance after receiving performance rewards. They are more dedicated to reaching company goals as a result of this mutually beneficial partnership. Recognition, motivation, justice, and a feeling of duty may all be fostered by businesses via performance-based rewards. The significance of contingent incentives in increasing employee engagement and accomplishing corporate objectives is shown by this positive connection. Therefore, this research aims to examine the impact of the contingent rewards of transactional leadership on employee commitment among employees in multinational companies. The third hypothesis was developed.

H3: The contingent rewards of transactional leadership are positively related to employee commitment.

3.3.4 Active Management by Exception and Employee Commitment

Leaders who practice active management by exception, a subset of transactional leadership, keep a close eye on their workers' performance and step in to address any instances when standards are not being met. Taking this preventative measure guarantees that workers will follow the rules. Prior research has investigated the relationship between active management by exception and employee commitment (Sayadi, 2016; Rana et al., 2016; Wei et al., 2016). Their results suggested that active management by exception, was

successful in increasing continuance commitment, which refers to workers remaining with the business because they believe the costs of leaving are high. Nevertheless, the method proved to be less successful in promoting emotional connection and moral duty, which are the main drivers of affective and normative commitment, respectively. Besides, the active type of management by exception is a leadership style that focuses on correcting issues and obstacles that hinder the achievement of organizational goals. This approach tends to strengthen the sense of commitment to continue owing to the organized and controlled atmosphere it creates, but it may not be as effective in fostering emotional connection and moral responsibility. Therefore, this research aims to examine the impact of active management by the exception of transactional leadership on employee commitment among employees in multinational companies. The fourth hypothesis was developed.

H4: Active management by the exception of transactional leadership is positively related to employee commitment.

3.3.5 Passive management by exception and Employee Commitment

Passive management by exception is a facet of transactional leadership in which leaders only interfere when issues reach a critical level or when performance criteria are not achieved. This strategy is often distinguished by a management style that is responsive rather than proactive. Prior research has investigated the relationship between passive management by exception and employee commitment (Tetteh-Opai & Omoregie, 2015; Rana et al., 2016). Their research revealed that using a passive management approach characterized by intervening only, when necessary, leads to decreased levels of employee dedication. Employees under the leadership of passive management often experience a

sense of neglect and lack of assistance, since leaders only get involved when problems develop. The absence of proactive engagement may result in a decline in emotional and normative commitment, whereby workers do not have a strong sense of connection or duty to remain with the firm. In the absence of proactive engagement and positive reinforcement, workers may exhibit a lack of motivation, resulting in suboptimal performance. This might lead to a decrease in overall work satisfaction and dedication to the business. Therefore, this research aims to examine the impact of passive management by the exception of transactional leadership on employee commitment among employees in multinational companies. The fifth hypothesis was developed.

H5: Passive management by the exception of transactional leadership is negatively related to employee commitment.

Based on the prior studies and the above conceptual framework, the below five hypotheses have been developed.

Table 3.1

Summary of Hypothesis Development

Hypothesis	Description
H1	The idealized influence of transformational leadership is positively related to employee commitment.
H2	The inspirational motivation of transformational leadership is positively related to employee commitment.
H3	The contingent rewards of transactional leadership is positively related to employee commitment.
H4	Active management by exception of transactional leadership is positively related to employee commitment.

H5 Passive management by exception of transactional leadership p is negatively related to employee.

3.4 Research Design

According to Kerlinger (1986), research design refers to the deliberate plan, structure, and strategy of research established to gain answers to research questions and effectively regulate variance. Research design refers to the conceptual framework that guides the execution of a research study. Besides, a research design is a plan for how a study will be carried out (Zikmund et al., 2010). The primary objective of this study is to analyse the link between the two types of leadership styles, namely transformational leadership and transactional leadership, and how this relationship influences the level of commitment shown by individuals working for multinational corporations. In light of this, the research relies on quantitative methods, emphasising collecting data related to the study variables. Quantitative research refers to the systematic gathering and examination of numerical data. It can identify patterns, calculate averages, make forecasts, examine causal linkages, and extrapolate results to broader groups (Bhandari, 2023). To collect quantitative data, questions with Likert scales would be used.

Three quantitative research types were descriptive, correlational and experimental (Bhandari, 2023). Descriptive research is characterised by pursuing a comprehensive summary of the variables under investigation. Correlational research is a method that examines the relationships between the variables under investigation. Besides, experimental research involves systematically investigating the existence of a cause-and-effect relationship between variables (Bhandari, 2023). This study researcher utilises the

correlational design. A correlational research approach examines the associations between variables without the researcher controlling or manipulating them (Devi et al., 2022). This study's correlation measures the magnitude or direction of the association between leadership style and employee commitment. Cross-sectional studies are frequently employed as a form of correlational research (Setia, 2016). Cross-sectional studies assess the association between variables at a certain time, providing a concise snapshot of the population. Data for a cross-sectional study is gathered using questionnaires at a specific moment, such as the end of a month. Thus, the cross-sectional study is more desirable for these analyses as respondents complete the questionnaires only once. Subsequent iterations of the identical survey will no longer be required.

3.5 Operational Definition

Operational definitions provide the specific methods by which the variables in the research will be quantified or controlled. They provide transparency and guarantee the reproducibility of the research. Operational definitions precisely outline the specific criteria and methods used to define and quantify variables inside an experiment. Below are the operational definitions for the important variables used in this research:

3.5.1 Employee Commitment

Employee commitment refers to the emotional attachment and loyalty that an employee has towards their employer. An employee's commitment is shown via their aspiration to provide great service quality and beyond the organization's expectations (Pahi et al., 2022). According to Anwar and Louis (2017), employee commitment is the degree of

connection or loyalty that workers feel towards their employers. The assessment of commitment is often based on three dimensions: affective commitment (emotional attachment), continuance commitment (awareness of the costs associated with leaving), and normative commitment (feeling obligated to stay).

3.5.2 Transformational Leadership

Bass and Riggio (2006) defined transformational leaders as those who successfully stimulate and inspire their followers to attain outstanding results, while simultaneously improving their leadership skills. This implies that transformational leadership is primarily concerned with initiating and implementing change, especially in the methods utilized to achieve goals. Bass (1985) identified four components of transformational leadership: idealized influence, inspiring motivation, intellectual stimulation, and individual concern. This study specifically examined the effect of two specific aspects of transformational leadership, namely idealized influence and inspiring motivation, on employee commitment.

3.5.2.1 Idealised Influences

Idealized influence pertains to leaders who serve as exemplars, garnering the trust and admiration of their followers by consistently displaying ethical conduct and unwavering moral values (Banks et al., 2016). This motivates followers to imitate their leaders.

3.5.2.2 Inspirational Motivation

Inspirational motivation entails leaders effectively communicating a distinct and captivating vision, so inspiring and motivating followers to beyond their self-interest and accomplish greater outcomes (Rowold & Rohmann, 2009). It encompasses the transmission of elevated expectations and the utilization of symbols and emotional appeals to direct the endeavours of group members

3.5.3 Transactional Leadership

Transactional leadership is a leadership style that focuses on the exchange of rewards and punishments between leaders and followers (Abu & Arar, 2020; Bass and Avolio, 1990). Transactional leadership, as described by Burns (1978), is a dynamic relationship between a leader and followers. It involves a series of mutually advantageous exchanges aimed at maximizing both organizational and individual benefits. Avolio and Bass (2004) categorized transactional leadership via two components: dependent compensation and management by exception.

3.5.3.1 Contingent Reward

Contingent reward is an approach to leadership where leaders clearly express to their followers the particular tasks they must do, the performance criteria they must meet, and the incentives they will get for their efforts and achievement of goals (Xenikou, 2017). According to Afshari and Gibson (2016), when workers get incentives for their job performance, they experience a sense of duty to improve their performance to accomplish the business's objectives.

3.5.3.2 Management by Exception

As a method of transactional leadership, "management by exception" entails leaders concentrating on finding and dealing with out-of-the-ordinary situations. It may be proactive, keeping an eye on performance and stepping in to fix things when they go wrong, or reactive, waiting for issues to happen before getting involved. To practice active management by exception, a leader must constantly check in with subordinates to see that they are finishing tasks, fixing problems, and improving procedures (Udovita, 2020). Besides, passive management by exception occurs when leaders are open and responsive, addressing problems only when they occur. These leaders respond to difficulties promptly when they arise (Udovita, 2020). In this study, both management styles have been explored.

3.6 Instrument Development

This study examines the link between the two types of leadership styles, namely transformational leadership and transactional leadership, and how this relationship influences the level of commitment shown by individuals working for multinational corporations. This study's independent variables were dimensions of transformational leadership (idealised influence and inspirational motivation) and dimensions of transactional leadership (contingent reward and management exception). Therefore, researchers use the questionnaire method to collect data from samples. The questionnaire items are adapted and established from prior research to suit the scope of this study, which is governed by research objectives. Most of the items were selected based on their previously reported validity, suitability, and reliability in insurance or other sector

categories. Modifications have been made to specific items to accommodate this study on the educational sector in Malaysia. Only the essential items are included for the construct measurement to reduce the questionnaire's size, increasing the data collection's efficacy and decreasing the time spent with the customer. This questionnaire has three main parts: A, B, C, and D. Part A has 5 demographic questions, including respondents' gender, age, marital status, education level, and work experience.

3.6.1 Employee Commitment Scale

Part B consists of questions about employee commitment. The 18 items were adapted and modified from a study conducted by Abdullah (2011). Initially, the scale was developed by Allen and Meyer (1990) in their journal title, “The measurement and antecedents of affective, continuance and normative commitment to the organisation. There 24 items were developed (Allen & Meyer, 1990). In a study conducted by Abdullah (2011), only 18 items were tested. Thus, in this study, we adapted the 18 items tested by Abdullah 2011 in his study entitled “Evaluation of Allen and Meyer’s Organizational Commitment Scale: A Cross-Cultural Application in Pakistan”. This scale offers a multidimensional framework for comprehending employee commitment, distinguishing between affective, continuance, and normative commitment. Besides, the reliability and validity of the scale have been substantiated by its extensive validation in a variety of cultural and organisational contexts. It is a reliable instrument for assessing employee commitment in a variety of contexts, as its psychometric properties have been verified by numerous studies (Garg & Ramjee, 2013; Abdullah, 2011; Weng et al., 2010; Tanriverdi, 2008). Participants assessed their level of agreement with their commitment using a five-point

Likert scale system, where 1 represented strong disagreement, and 5 represented strong agreement. The 18 questionnaire items are outlined in below Table 3.2.

Table 3.2

Questionnaire Items for Employee Commitment

Variables	Variables	Source
Employee Commitment	1. I would be very happy to spend the rest of my career in this organization.	Abdullah, (2011); Allen & Meyer, (1990)
	2. I feel as if this organization's problems are my own.	
	3. I do not feel like a 'part of my family' at this organization.	
	4. I do not feel 'emotionally attached' to this organization.	
	5. This organization has a great deal of personal meaning for me.	
	6. I do not feel a strong sense of belonging to this organization.	
	7. It would be very hard for me to leave my job at this organization right now even if I wanted to.	
	8. Too much of my life would be disrupted if I leave my organization.	
	9. Right now, staying with my job at this organization is a matter of necessity as much as desire.	
	10. I believe I have too few options to consider leaving this organization.	
	11. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	

-
12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.
 13. I do not feel any obligation to remain with my organization.
 14. Even if it were to my advantage, I do not feel it would be right to leave.
 15. I would feel guilty if I left this organization now.
 16. This organization deserves my loyalty.
 17. I would not leave my organization right now because of my sense of obligation to it.
 18. I owe a great deal to this organization.
-

3.6.2 Transformational & Transactional Scale

In part C, there were 24 items for both leadership styles, transformational and transactional. The MLQ-5X (Avolio & Bass, 1995; 2004) was utilized to measure two dimensions of transformational leadership style: idealized influence (II) and inspirational motivation (IM). The researcher only assessed two leadership behaviors of transformational leaders as referred to in a study conducted by Ngwama and Ogaga-Oghene (2022). In their recent study, they only analyzed the impact of idealized influence (II) and inspirational motivation (IM) on employees' commitment to a university using the Avoli & Bass (1995) Scale. Therefore, this study also follows in their footsteps to analyze these two elements in a multinational company context. Besides, the researcher also assessed the dimensions of transactional leadership style which are contingent reward (CR) and management-by-exception (MBE). Participants assessed their leader's

leadership behavior using a five-point Likert scale system, where 1 represented strong disagreement, and 5 represented strong agreement. The questionnaire items and sources are listed in Table 3.3.

Table 3.3
Questionnaire Items for Leadership Style

Variables	Variables	Source
Idealized Influence	1. My leader instills pride in me for being associated with him/her.	Avolio & Bass, (1995; 2004)
	2. My leader acts in ways that build my respect.	
	3. My leader displays a sense of power and confidence.	
	4. My leader goes beyond self-interest for the good of the organization.	
	5. My leader talks about the most important values and beliefs.	
	6. My leader specifies the importance of having a strong sense of purpose.	
	7. My leader considers the moral and ethical consequences of decisions.	
	8. My leader emphasizes the importance of having a collective sense of mission	
Inspirational Motivation	1. My leader talks optimistically about the future.	Avolio & Bass, (1995; 2004)
	2. My leader talks enthusiastically about what needs to be accomplished.	
	3. My leader articulates a compelling vision of the future.	
	4. My leader expresses confidence that goals will be achieved.	

Contingent Reward	1. My Leader provides me with assistance in exchange for my efforts. 2. My leader discusses in specific terms who is responsible for achieving performance targets. 3. My leader makes clear what employees can expect to receive when performance goals are achieved. 4. My leader expresses satisfaction when I meet expectations.	Avolio & Bass, (1995; 2004)
Management By Exception	1. Active: My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards... 2. Active: My leader concentrates his/her full attention on dealing with mistakes, complaints, and failures. 3. Active: My leader keeps track of all mistakes. 4. Active: My leader directs my attention toward failures to meet standards. 5. Passive: My leader fails to interfere until problems become serious. 6. Passive: My leader waits for things to go wrong before taking action 7. Passive: My leader shows that he/she firmly believes in “If it ain’t broke, don’t fix it.” 8. Passive: My leader demonstrates that problems must become chronic before taking action	Avolio & Bass, (1995; 2004)

3.7 Population and Sample

3.7.1 Population

The population is the complete collection or collective of all the entities to which the study findings will be relevant (Shukla, 2020). Typically, a population in research refers to the complete group of individuals, objects, or elements that are the focus of the study and have specific characteristics. Usually, this group is defined based on certain criteria that are pertinent to the subject of investigation. The population for this study consists of office site employees working for Samsung Malaysia Electronics in Kuala Lumpur, Malaysia. The total number of office site employees in Samsung Malaysia Electronics is approximately 210 Kuala Lumpur functions as a renowned hub for international corporations, catering to a wide range of industries. Given its dense concentration, this area is ideal for examining a substantial population of employees from multinational corporations.

3.7.2 Sample and Sampling Technique

According to Bhardwaj (2019), a sample refers to a smaller group chosen from a larger population to conduct research. It is selected to represent the broader population in a more easily controllable manner. Researchers use samples since gathering data from a whole population is often unfeasible or unattainable due to time, money, or logistical restrictions (Bhardwaj, 2019). The respondents for this research were selected via the convenience sampling technique. A convenience sample lacks any element of chance or randomization. Convenience sampling involves the selection of participants based on their ready and easy availability (Taherdoost, 2016). Students often prefer convenience sampling due to its

cost-effectiveness and simplicity in comparison to other sample methodologies. This research used a convenience sampling method to choose a sample of 150 office site employees who are employed under Samsung Malaysia Electronics.

3.8 Data Collection Procedure

The researcher collected primary and secondary data sources for analysis in this study. Primary data refers to all information gathered about the variables for the study directly by the researcher. An online questionnaire (a Google form) was used during this research to gather primary data. The digital survey will be distributed through social media platforms/messaging such as Email, WhatsApp, and Telegram. Each responder was given two weeks to finish the questionnaire. They were assured that any information they provided would be strictly confidential and used exclusively for the research. They do not need to identify themselves in any way since the questionnaire does not require them to put their name anywhere on it. To analyze the data gathered for this research, the SPSS version 27 will be used.

On the other hand, secondary data refers to information gathered before the study itself was conducted. The study makes use of journals and articles that may be found on the internet as secondary sources of information. Reviewing the published research on employee commitment and leadership styles was done to understand the core ideas, connections, and problems associated with the subject matter.

3.9 Data Analysis Method

The data acquired in this research was analysed using the SPSS (version 27) program for Windows. Before completing the major analysis, the data undergo a preliminary analysis to ensure data input correctness, identify outliers, and assess distributional features.

3.9.1 Descriptive Analysis

A sample's lowest, maximum, mean, and standard deviation are all examples of measures used in descriptive analysis (Sekaran, 2003). These data categories are very useful for this study because they allow the researcher to quickly and easily summarise the variables of interest and the demographic features of the respondents who participated in the investigation. Questions on respondents' demographics (such as gender, age, marital status, education level and working experiences) are included in the survey.

3.9.2 Reliability Analysis

The consistency of a testing instrument refers to its capacity to provide the same result whenever the exact measurement is repeated. There may be concerns about the validity of the research's findings and the use of the stated results if the reliability of the test instrument employed in the study is low. Cronbach's alpha measures the average intercorrelation between the items in this research. Furthermore, Cronbach's alpha of 0.7 or above is considered an acceptable likelihood, as stated by Nunnally (1978).

3.9.3 Normality Test

This research used skewness and kurtosis as measures to assess the features of normality. The data's size, skewness, and kurtosis should ideally have near-zero values. There is little

significance in the absence of a difference, provided that the measurements do not far exceed their standard errors. According to Ghasemi and Zahediasl (2012), data may be classified as normal when skewness and kurtosis statistics fall between the range of -1.96 to +1.96.

3.9.4 Correlation Analysis

The degree and direction of the linear relationship between the two variables were assessed by correlation analysis. With a perfect correlation of 1 or -1, we may reduce the value of one variable from the knowledge of the other. An r value of 0 indicates no association, whereas a value of 1 indicates an ideal one, as Cohen (1988) stated. When r is between 0.1 and 0.29, the link is deemed weak. A moderate association has a r value of +0.30 to +0.49, whereas a strong relationship has a r value of +0.50 or higher.

3.10 Reverse Coding Process

As part of the data analysis process, it was essential to recode statements with negative wording to maintain uniformity in the interpretation of the scale. Items phrased negatively might cause bias and misunderstanding, hence impacting the dependability of the findings. In this study, 8 items' negatively phrased were discovered. Item numbers 3rd, 4th, 6th and 13th of the employee commitment variable. Additionally, there were all 4 items negatively phrased items for management by exception- passive variable. These items were first assigned numerical values on a Likert scale ranging from 1 (indicating a strong disagreement) to 5 (indicating a strong agreement).

At the time of data entry in SPSS, the researcher will enter the data as (1 = 5, 2 = 4, 3 = 3, 4 = 2, 5 = 1). This means those who indicate 1 = strongly disagree, the researcher will enter the data as 5 = strongly agree; those who indicate 2 = disagree, will consider as 4 = agree; the third option 3 = neutral will remain the same, those who stated 4 = agree, will enter the data as 2 = disagree and finally those who mark 5 = strongly agree, will consider as 1 = strongly disagree. It is formulated in table 3.4 below.

Table 3.4

Reverse coding Likert Scale

Original Scale	Reverse Coding Scale
1 – Strongly Disagree	5 – Strongly Disagree
2 – Disagree	4 – Disagree
3 – Neutral	3 – Neutral
4 – Agree	2 – Agree
5 – Strongly Agree	1 – Strongly Agree

3.11 Summary

The methodology for the study has been laid out in this chapter. The study methodology, sample selection, questionnaire development, and data-collecting methods are detailed in this chapter. Statistical methods like correlation analysis to verify the study's hypotheses are also briefly covered here. Chapter 4 presents the study's findings.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter discusses the findings derived from the study. The discussion is broken into five parts. The first section uses frequency to delineate the demographic characteristics of the participants in this survey. The following section examines descriptive statistics for the variables in this research. This chapter also covers the topic of reliability analysis using Cronbach Alpha. Subsequently, this chapter delves into the inferential analysis to evaluate the primary hypothesis of the investigation.

4.2 Response Rate

The population of this study was office site employees in Samsung Malaysia Electronics which is located in Kuala Lumpur. Through convenience sampling, approximately 130 respondents from Samsung Malaysia Electronics office site employees will be selected as a sample to complete the questionnaire for this study. Therefore, *Google Forms* were distributed to office site employees across all departments expecting 150 return forms. However, after 1 week, the researcher managed to collect 130 completed forms from the respondents. The data revealed the respondents' 86.67% response rate in that case. A response rate that exceeds 80% is appropriate and acceptable (Hair et al., 2017). The summary of the response rate in this study is shown in Table 4.1 below.

Table 4.1***Summary of Response Rate***

Total Questionnaire Expected	Total Questionnaire Completed	Percentage (%)
150	130	86.67

4.3 Demographic Profile

The demographic profile of respondents offers a thorough comprehension of the traits and backgrounds of the participants. In this study, the analysis is carried out based on several different aspects, including gender, age, marital status, education level and employment period. First, with 50.8% men and 49.2% females making up the entire sample, the gender distribution among the respondents is well-balanced.

Furthermore, the respondents are categorized into several age groups. Most respondents were fall category between 20 and 29 years old, accounting for 43 (33.1%) of the total. This is followed by individuals aged 30 to 39 years old and 40 to 49 years old, making up (36) 27.7% and (31) 23.8% respectively. The rest are from the age group 49 years old and above, which recorded 20 (15.4%) respondents out of 130. The distribution of respondents indicated a significant presence of a youthful workforce. Besides, out of the total 130 respondents, 49 (37.7%) are single, 70 (53.8%) are married, and the remaining 8.5% fall into the 'others' group, which encompasses those who are divorced, widowed, or other forms of partnerships.

The survey results indicate that a substantial majority of the respondents, accounting for 51.5%, possess a degree. This is followed by 24.6% who have completed STPM/Diploma, 15.4% with SPM, and 8.5% who have obtained a master's degree or above. Besides, the survey data was analyzed in terms of the respondent's employment period at Samsung. with a significant proportion having 6-10 years of experience 51 (39.2%). There were 36 (27.7%) respondents recorded for 1 to 5 years and above 11 years category respectively. Only 7 (5.4%) respondents had below 1 year employment period at Samsung. The diverse range of experience levels among advisers may impact the depth and quality of insights offered.

This demographic profile serves as a tool to examine the people being surveyed, emphasizing the range of differences and possible variances in their viewpoints, experiences, and priorities. Comprehending these demographic characteristics is essential for effectively and thoroughly evaluating the research results. The demographic data is shown in Table 4.2.

Table 4.2

Demographic profile

Dimension		N	Frequency	Percentage (%)
Gender	Male	130	66	50.8
	Female		64	49.2
Age	20-29 Years Old	130	43	33.1
	30-39 Years Old		36	27.7
	40-49 Years Old		31	23.8
	49 Years Old and Above		20	15.4

Marital Status	Single		49	37.7
	Married	130	70	53.8
	Others		11	8.5
Education Level	SPM		20	15.4
	STPM/Diploma	130	32	24.6
	Degree		67	51.5
	Master and above		11	8.5
Employment Period	Below 1 Year		7	5.4
	1-5 Years	130	36	27.7
	6-10 Years		51	51.1
	11 Years and Above		36	23.1

4.4 Reliability Analysis

This section evaluates the reliability of the questionnaire used in the research. The reliability test in SPSS version 27 verified the questionnaire questions. Sekaran and Bougie (2010) assert that a reliability coefficient value around 1.0 indicates higher reliability, while values over 0.80 are deemed outstanding. Typically, a value of 0.70 is considered satisfactory, whereas any value below 0.60 is considered insufficient (Sekaran & Bougie, 2010). The Cronbach's Alpha coefficient was used in this research to assess the reliability of questions about employee commitment, idealized influence, inspirational motivation, contingent rewards, active management by exception and passive management by exception. The results of the coefficient testing for each variable are shown in Table 4.3.

Table 4.3***Reliability Test Findings***

Variables	Item	Cronbach Alpha
Employee Commitment	18	.720
Idealized Influence	8	.946
Inspirational Motivation	4	.936
Contingent Reward	4	.914
Management by Exception- Active	4	.912
Management by Exception- Passive	4	.903

Table 4.3 revealed that the variables in the study, including employee commitment, idealized influence, inspirational motivation, contingent rewards, active management by exception and passive management by exception, demonstrated strong internal consistency. This was evident from their respective alpha coefficient scores of 0.720, 0.946, 0.936, 0.914, 0.912 and 0.903. Based on the obtained results, it can be concluded that all the variables evaluated in this study exceeded the predefined reliability criteria, hence indicating a significant degree of reliability. This discovery enhances the trustworthiness and accuracy of the data collected for the current study.

4.5 Descriptive Statistics

This section explains the mean score with the standard deviation of the variables included in this study based on a five-point Likert scale. Variables included in this study were employee commitment, idealized influence, inspirational motivation, contingent rewards, active management by exception and passive management by exception. Table 4.4 below

shows the variable's statistics. The column labelled "N" represents the total number of observations or data points obtained for each variable. There are 130 observations for each variable in this study. In this study, the researcher used 1 as the smallest value and 5 as the highest value in the dataset for each variable.

Table 4.4
Overall Descriptive statistics

Variables	N	Min	Max	Mean	SD
Employee Commitment	130	2	4	3.40	0.40
Idealised Influence	130	2	5	3.81	0.74
Inspirational Motivation	130	1	5	3.79	0.91
Contingent Reward	130	1	5	3.78	0.83
Management By Exception- Active	130	1	5	3.83	0.82
Management By Exception- Passive	130	1	5	2.21	0.83

The level of Employee Commitment was assessed in a group of 130 participants, with scores ranging between a minimum of 2 and a maximum of 4. The average score is 3.40, with a standard deviation of 0.40. This indicates that, on average, employees demonstrate a significant degree of commitment, with very little variation in their responses. The uniformity in degrees of dedication suggests a staff that is typically steady and is likely to be actively involved and devoted to the business.

Idealised Influence, the first independent variable, with an average score of 3.81 and a standard deviation of 0.74, with values ranging from 2 to 5. On average, employees regard their leaders as having a high idealized impact, meaning that they represent the ideals and actions that employees strive for. The elevated mean score indicates a favorable

assessment of leadership attributes. Besides, the standard deviation value below 1 (0.74) suggests that the responses were clustered around the mean value. This means all respondents showed moderately positive feedback regarding their leader's idealized influence behavior.

Inspirational motivation, is the second independent variable, with an average score of 3.79 and a standard deviation of 0.91 with values ranging from 1 to 5. The average score suggests that employees typically see their leaders as motivating and inspirational, hence fostering optimal performance. The elevated mean score indicates a favourable assessment of leadership attributes. Besides, the standard deviation value below 1 (0.91) suggests that the responses were clustered around the mean value. This means all respondents showed moderately positive feedback regarding their leader's inspirational motivation behaviour.

Contingent rewards are the third independent variable, with an average score of 3.78 and a standard deviation of 0.83 with values ranging from 1 to 5. The average score indicates a favourable opinion of the incentive system, where workers believe that awards are based on their performance. Besides, the standard deviation value below 1 (0.83) suggests that all the responses were clustered around the mean value. This means all respondents showed moderately positive feedback regarding the contingent reward behaviour of their leaders.

The assessment of Management by Exception-Active is based on values ranging from 1 to 5, with a mean score of 3.83 and a standard deviation of 0.82. The average score suggests an overall favourable impression of this management approach, in which leaders

proactively monitor and rectify departures from established norms. Besides, the standard deviation value below 1 (0.82) suggests that all the responses were clustered around the mean value. This means all respondents showed moderately positive feedback regarding this management approach.

The Management by Exception-Passive approach has a mean score of 2.21 and a standard deviation of 0.83. The scores for this approach range from 1 to 5. The lower mean score indicates a less favourable perception of this passive management style, in which leaders only act when issues reach a serious level. The standard deviation suggests a lower level of variety in response as the value below 1 (0.83), indicates that there is less variance in viewpoints on the success of this management technique

4.6 Normality Analysis

Measuring the normality of data distribution is an essential prerequisite for statistical methods. According to Hair et al. (2010), a data distribution is said to conform to a normal distribution when the shape of the distribution for a specific variable corresponds to the distinctive bell-shaped curve of a normal distribution. Various techniques may be used to evaluate normality, such as the Kolmogorov-Smirnov (KS) and Shapiro-Wilk (SW) tests (Orcan, 2020). Both tests use the assumption that the data conforms to a normal distribution, with the null hypothesis (H_0) being accepted. Therefore, it was expected that the null hypothesis would not reject (Miot, 2016). The Kolmogorov-Smirnov (KS) test is well-suited for analysing large sample sizes, whereas the Shapiro-Wilk (SW) test is better suitable for smaller sample sizes (Demir et al., 2016). The researcher used the Shapiro-Wilk (SW) test on a study sample of 130 subjects, which falls below the threshold of 2000.

If the p-value of the Shapiro-Wilk Test is more than 0.05, then the data may be said to have a normal distribution. If the value is below 0.05, the data demonstrate a significant deviation from a normal distribution. The Shapiro-Wilk (SW) test result of this investigation is shown in Table 4.5.

Table 4.5
Normality Analysis

Variables	N	Skewness	Kurtosis	Shapiro-Wilk	
				statistic	Sig
Employee Commitment	130	-1.463	2.662	0.844	0.001
Idealised Influence	130	-1.551	2.843	0.765	0.001
Inspirational Motivation	130	-1.351	1.521	0.806	0.001
Contingent Reward	130	-1.426	1.895	0.788	0.001
Management By Exception- Active	130	-1.318	1.777	0.824	0.001
Management By Exception- Passive	130	1.085	1.030	0.846	0.001

Table 4.5 summarizes the normality analysis of five variables: employee commitment, idealized influence, inspirational motivation, contingent rewards, active management by exception and passive management by exception. For all variables, the skewness and kurtosis values reflect deviations from the normal distribution. The Shapiro-Wilk test consistently yields statistically significant p-values (0.001). This means the null hypothesis was rejected. Therefore, the data shows that all variables deviate from a normal distribution.

4.7 Correlation Analysis

Correlation analysis is essential for assessing the relationships between two data sets. The research used Spearman's Correlation test to assess the magnitude of associations between the variables: employee commitment, idealized influence, inspirational motivation, contingent rewards, active management by exception and passive management by exception. Mukaka (2012) stated that if the variables follow a normal distribution, Pearson's correlation coefficient should be used. Otherwise, Spearman's correlation coefficient should be used. Spearman's correlation coefficient exhibits greater resistance to outliers compared to Pearson's correlation coefficient (Mukaka, 2012). Furthermore, according to Sekaran and Bougie (2016), the correlation coefficient (r) indicates the strength and direction of the relationship between variables. A score approaching 1 implies a more pronounced positive connection, while a value approaching -1 signifies a more pronounced negative correlation. This research performed Spearman correlation analysis, as shown in Table 4.6.

Table 4.6

Spearman's Correlation Findings

Correlations							
				Inspirat	Contin	Manage	Manage
Employee			Idealised	ional	gent	ment By	ment By
Commitm			Influenc	Motiva	Rewar	Exceptio	Exceptio
ent			e	tion	d	n-Active	n-Passive
Employee	Correlation	1.000					
Commitment	Coefficient						
Idealised	Correlation	.647**	1.000				
Influence	Coefficient						
Inspirational	Correlation	.523**	.594**	1.000			
Motivation	Coefficient						

Contingent Reward	Correlation Coefficient	.456**	.573**	.578**	1.000		
Management By Exception-Active	Correlation Coefficient	.531**	.635**	.665**	.630**	1.000	
Management By Exception-Passive	Correlation Coefficient	-.455**	-.489**	-.556**	-.495**	-.655**	1.000

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

Hypothesis 1 (H1): The idealized influence of transformational leadership is positively related to employee commitment.

Table 4.6 also shows a significant correlation between variable idealised influence and employee commitment. The statistical analysis reveals a strong positive correlation, as evidenced by the robust positive correlation coefficient ($r = 0.647$) and a p-value of 0.000 ($p < 0.05$). This suggests that if leaders demonstrate more idealised influence behaviors, employees are more committed. Hypothesis supported.

Hypothesis 2 (H2): The inspirational motivation of transformational leadership is positively related to employee commitment.

Table 4.6 also shows a significant correlation between variable inspirational motivation and employee commitment. The statistical analysis reveals a moderate positive correlation, as evidenced by the positive correlation coefficient which is $r = 0.523$ and a p-value of 0.000 ($p < 0.05$). This suggests that employees are more committed when the leader exhibits higher levels of inspirational motivation. Hypothesis supported.

Hypothesis 3 (H3): The contingent rewards of transactional leadership is positively related to employee commitment.

Table 4.6 also shows a significant correlation between variable contingent rewards and employee commitment. The statistical analysis reveals a moderate positive correlation, as evidenced by the positive correlation coefficient which is $r = 0.456$ and a p-value of 0.000 ($p < 0.05$). This implies that the presence of an efficient contingent rewards approach to management will increase employee commitment. Hypothesis supported.

Hypothesis 4 (H4): Active management by exception of transactional leadership is positively related to employee commitment.

Table 4.6 also shows a significant correlation between the variable Active management by exception and employee commitment. The statistical analysis reveals a moderate positive correlation, as evidenced by the positive correlation coefficient which is $r = 0.531$ and a p-value of 0.000 ($p < 0.05$). The result indicates that when the leaders exhibit more active involvement in management, employee commitment will be higher. Hypothesis supported.

Hypothesis 5 (H5): Passive management by exception of transactional leadership p is negatively related to employee commitment.

Table 4.6 also shows a significant correlation between the variable passive management by exception and employee commitment. The statistical analysis reveals a moderate negative correlation, as evidenced by the correlation coefficient which is $r = -0.455$ and a p-value of 0.000 ($p < 0.05$). The result exhibits that the higher passive management

approach will lower the employee commitment towards organisation. Hypothesis supported.

4.8 Hypothesis Summary

The research attempted to look into the relationships between employee commitment and several leadership factors, including idealised influence, inspiring motivation, contingent incentive, management by exception-active, and management by exception-passive. The Allen and Meyer (1990) commitment scale and Avolio & Bass (1995) leadership scale were used to test the hypothesis. Besides, correlation analysis validates the connection between a dependent variable and independent variables. The study outcome has been outlined in below Table 4.7.

Table 4.7
Hypothesis Testing Result

Hypothesis	Result
H1: The idealized influence of transformational leadership is positively related to employee commitment.	Supported
H2: The inspirational motivation of transformational leadership is positively related to employee commitment.	Supported
H3: The contingent rewards of transactional leadership are positively related to employee commitment.	Supported
H4: Active management by exception of transactional leadership is positively related to employee commitment.	Supported
H5: Passive management by the exception of transactional leadership p is negatively related to employee commitment.	Supported

4. 10 Summary

This chapter covers the conducted data analysis. The study starts by examining the demographic background of the respondents, evaluating the data's reliability, doing a descriptive analysis, and normality analysis, and running a correlation analysis. The aforementioned analyses are used to tackle the research questions introduced in the first chapter. The next chapter will provide a more thorough discussion of the finding



CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

The following part will provide more details on the findings obtained from the analysis conducted in Chapter 4. The first section of the report analyses the results of the hypothesis test in connection to the study's objectives and its potential implications. This chapter involves an analysis of the fundamental limitations of this study, along with recommendations for possible directions for further investigation. The purpose of this investigation is to analyse the research question and determine the relationship between all five independent variables and the dependent variable. The study's questions are delineated as follows:

- i. Does the idealized influence of transformational leadership style affect the employee commitment?
- ii. Does the inspirational motivation in the transformational leadership style affect the employee commitment?
- iii. Does the contingent reward in transactional leadership style affect the employee commitment?
- iv. Does active management by exception in transactional leadership style affect the employee commitment?
- v. Does passive management by exception in transactional leadership style affect the employee commitment?

5.2 Discussion

5.2.1 Idealised Influence and Employee Commitment

The correlation analysis conducted to address the first research question produced substantial results about the relationship between idealized influence and the employee commitment. The correlation analysis demonstrated a significant and positive relationship between the idealized influence of transformational leadership style affect the employee commitment, as indicated by a high correlation coefficient ($r = 0.47$) and a p-value of 0.000 ($p < 0.05$). These findings are consistent with previous studies. Barinua and Tamunonengiyeofori, (2022) stated that idealise influence leaders demonstrate a willingness to prioritize the well-being of their work group, organization, and community above their interests. They establish rigorous standards for work behaviour and serve as exemplary examples for adhering to those benchmarks. Besides, Maina et al. (2021) assert a robust and statistically significant positive correlation between idealized influence and employee engagement.

Idealised influence leaders are vital in influencing employee involvement in multinational companies like Samsung Malaysia. Leaders with idealised influence set an example for their teams by behaving in a way that their followers should follow. The foundation of employee commitment is a culture of trust and respect, which is established by this. When leaders are trustworthy, open, and fair with their employees, the employees are more likely to remain loyal to the organisation. Besides, optimistic leaders also provide an enthralling picture of what the future holds. Leaders at Samsung Malaysia who can inspire their teams to achieve shared objectives are invaluable in the fast-paced and cutthroat technology sector. Employees are more invested in the organization's success

when they feel their work is contributing to a greater whole, thanks to this forward-thinking strategy.

Furthermore, leaders with an idealised influence style emphasized team unity and cooperation. Such executives encourage teamwork at Samsung Malaysia, making workers feel like they're contributing to something bigger. A strong feeling of belonging and loyalty among workers is essential for sustaining high levels of commitment. These leaders foster a sense of belonging and recognition via collaboration and collaborative successes.

Idealistic leaders are also devoted to their workers' personal and professional development. They provide chances for professional growth via training and development programs. This emphasis on workers' professional and personal development makes them feel appreciated and supported, which in turn increases their loyalty to Samsung Malaysia. One of the most effective ways to raise morale and dedication is to acknowledge and reward people for their individual and collective efforts.

In summary, global corporations like Samsung Malaysia benefit from idealised influence leaders' good effect on staff commitment. These leaders greatly increase employee engagement by being ethical role models, leading with vision, encouraging cooperation, investing in staff development, building a healthy company culture, and showing adaptable leadership. This, in turn, helps the company succeed and stay ahead of the competition.

5.2.2 Inspirational Motivation and Employee Commitment

The correlation analysis conducted to address the second research question produced substantial results about the relationship between inspirational motivation and the employee commitment. The correlation analysis demonstrated a significant and positive relationship between the inspirational motivation of transformational leadership style affect the employee commitment, as indicated by a moderate correlation coefficient ($r = 0.523$) and a p-value of 0.000 ($p < 0.05$). These findings are consistent with previous studies. This leader enables employees to cultivate a collective vision inside firms (Bass & Avolio, 1994).

Inspirational leaders ensure that individual and organizational goals are in harmony, making the attainment of corporate goals an appealing way to reach personal goals. Inspirational motivation utilizes behaviour to encourage and inspire workers by providing a common purpose and a stimulating task to the followers (McCleskey, 2014). Effective communication of Samsung Malaysia's vision and strategic goals by leaders inspires people to match their aims with the organization's objectives. This alignment cultivates a more profound feeling of purpose and dedication to the achievement of the company's success.

Leader fosters team cohesion, passion, and optimistic outlook among their followers by engaging them in a compelling vision of the future and by articulating ambitious goals that followers are motivated to attain (Gomes, 2014). Inspirational leaders radiate hope and energy, which have the potential to spread rapidly. At Samsung Malaysia, where the stakes are high, having a good attitude, even in difficult circumstances, may enhance staff morale and commitment. Leaders who continuously

exhibit unwavering faith in their team's capabilities and the organization's prospects have the power to inspire a similar sense of assurance in their employees. Furthermore, transformational leaders who use inspiring motivation create an environment that stimulates people to engage in creative and inventive thinking. At Samsung Malaysia, fostering innovation is crucial for staying ahead in the market. Leaders who inspire creativity may boost employee dedication by making them feel that their new ideas are highly regarded and indispensable for the company's development.

This implies that Samsung Malaysia needs to have strong recognition and reward mechanisms that honour leaders who exhibit outstanding inspiring motivation. Samsung strengthens the significance of this leadership characteristic and promotes the adoption of comparable behaviours by acknowledging and incentivising exceptional leaders who effectively inspire their colleagues. In addition, Samsung cultivates a culture of transparent communication, encouraging executives to actively participate in meaningful conversations with their workforce. Leaders may enhance their understanding of their workers' wants and goals by keeping communication lines open. This understanding is crucial for giving the motivational inspiration that connects with employees.

5.2.3 Contingent Rewards and Employee Commitment

The correlation analysis conducted to address the third research question produced substantial results about the relationship between contingent rewards and the employee commitment. The correlation analysis demonstrated a moderate and positive relationship between the contingent rewards of transactional leadership style affecting the employee commitment, as indicated by a moderate correlation coefficient ($r = 0.456$) and a p-value

of 0.000 ($p < 0.05$). These findings are consistent with previous studies. Contingent reward refers to a method used by leaders to communicate to their followers the specific tasks they need to do, the performance standards they need to fulfil, and the rewards they will get for their efforts and successful goal attainment (Xenikou, 2017). Although contingent rewards are a hallmark of transactional leadership, it's important to remember that all leaders use rewards to motivate their followers to reach their objectives (Judge & Piccolo, 2004). A well-established fact is that employees will get rewards for their efforts when they do their assigned tasks well (Limsila & Ogunlana, 2008). Everyone knows that rewards, both internal and external, play a big role in getting individuals to work hard and achieve their goals (Armstrong et al., 2011).

Based on the research findings, it is evident that transactional leaders are the ones who set clear goals for performance and reward based on defined criteria. The staff at Samsung Malaysia benefit from this clarity since it shows them exactly what is expected of them and how they may earn incentives. When everyone is on the same page about the objectives, it builds commitment. Achieving predetermined goals is quickly acknowledged and motivated by contingent benefits. Prompt awards may greatly enhance employee motivation and dedication in a highly competitive setting such as Samsung Malaysia, where quality performance is paramount.

Furthermore, at Samsung Malaysia, tangible benefits such as bonuses, promotions, and other incentives have a strong impact on motivation and commitment. The explicit correlation between performance and compensation guarantees that workers maintain their concentration on their assigned activities and objectives. Job satisfaction among workers at Samsung Malaysia rises when they are rewarded in recognition of their

diligent efforts and accomplishments. There is a strong correlation between good work satisfaction and increased commitment, as employees are more inclined to remain with a company that values and acknowledges their contributions. Within the framework of multinational corporations such as Samsung Malaysia, these discoveries emphasise the significance of a contingent rewards leader in maintaining exceptional performance and attaining organisational success.

5.2.4 Management By Exception and Employee Commitment

The correlation analyses conducted to address the last research question produced substantial results about the relationship between management by exception (both active and passive) and the employee commitment. The correlation analysis demonstrated a significant and positive relationship between the management by exception- active transactional leadership and the employee commitment, where the correlation coefficient (r) is 0.531. Conversely, the correlations revealed that there is a negative relationship between management by exception-passive and employee commitment, where the correlation coefficient (r) is -0.455.

These findings are consistent with previous studies. A leader who practices Management by Exception was described by Bass and Avolio (2002). Actively as someone who not only focuses on finding issues, but also aids workers in addressing and resolving such mistakes, complaints, or failures. Those in charge who rely on "passive management by exception" approach things differently; they wait for problems to arise before doing something. Passive leadership, in contrast to active leadership, is defined by leaders who intervene just when mistakes are made (Rana et al., 2016). Wei et al. (2016)

found that in contrast to passive management by exception, active exception led to higher levels of organisational commitment among employees. Besides, researchers Chênevert et al. (2013) found that emotional organisational commitment is negatively related to long-term affective commitment and that passive leadership is associated with increased role conflict, overload, and ambiguity.

At Samsung Malaysia, leaders who use the strategy of "active management by exception" look for problems before their staff do and then work with them to find solutions. This strategy works well for global corporations whose massive operations need round-the-clock monitoring and lightning-fast problem-solving. Employees are more invested when leaders show they care about them by actively addressing problems with their teams. An encouraging work atmosphere is created at Samsung Malaysia by leaders who take an active interest in their employees. Leadership that is present and attentive to employees' needs fosters a sense of worth and support, which in turn increases employees' dedication to the organisation.

Furthermore, leaders who practise "passive management by exception" do nothing until problems develop. Problems may not be solved as quickly and workers may get more frustrated as a result of this reactive approach. Management that does not actively engage with its employees may hurt morale and productivity in fast-paced, global firms like Samsung Malaysia. Many people see leaders who are passive as uninterested and indifferent. Employees at Samsung Malaysia may feel unappreciated and ignored if their supervisors are too passive. Decreased morale and a feeling of alienation from the organisation may result from this disengagement, which in turn affects employee commitment adversely. When staff at Samsung Malaysia aren't clear on their jobs, it

might lead to tension and misunderstanding due to passive management by exception. Workers may get disengaged if they are unable to see a clear path forward in their job as a result of this lack of clarity.

For a multinational company like Samsung Malaysia, management by exception has a major effect on staff commitment. Building trust, dependability, and a supportive work environment promotes employee commitment via active management by exception, which is marked by proactive problem-solving, constant assistance, and involvement. In contrast, management by exception, which is characterised by reactive problem-solving and a lack of involvement, may have the opposite effect and diminish organisational commitment, role conflict, and employee confidence. The significance of using active management by exception methods to cultivate a dedicated and inspired staff in global contexts is highlighted by these results.

5.3 Implication of Study

The findings of the research demonstrate a substantial correlation between idealised influence, inspirational motivation, contingent reward, management by exception and employee commitment. These results carry various implications for many stakeholders involved in terms of theoretical and practical perspectives.

5.3.1 Theoretical Implication

I. Social Exchange Theory (SET)

The results can be understood via the lens of Social Exchange Theory (SET), which states that interactions are based on the principles of reciprocity and mutual benefit. Within the

framework of this study, SET sheds light on the symbiotic connection between leadership actions and employee commitment. The significance of good leader-employee interactions is highlighted by the results, which show that certain leadership styles, such as idealised influence, are vital in improving employee commitment. By showing how various leadership styles affect employee commitment, the research adds to the theoretical framework. The assumption that workers respond positively to good leadership behaviours with increased commitment is supported by the positive link between idealised influence and employee commitment. Conversely, a lack of proactive leadership has the potential to undermine employee commitment as seen by the negative correlation between passive management by exception and employee commitment. Leadership styles significantly impact employee outcomes, and these findings help us interpret SET in organisational behaviour more nuancedly.

The study's findings provide robust support for the ideas of social exchange theory, as they demonstrate the presence of reciprocity, reciprocal benefits, trust, and positive exchanges in the connection between employees and the leaders. These findings confirm the core principles of the theory in the context of employee commitment and leaders' relationships. Thus, these findings added knowledge to the existing body of theory.

II. Leader-Member Exchange Theory (SET)

Using the Leader-Member Exchange (LMX) the theory to investigate leadership styles and their effects on organisational results has numerous key theoretical implications. First, LMX theory proposes that leadership is fundamentally differentiated, which means that leaders form differing types of relationships with different followers, resulting in separate in- and out-groups within a team. This contradicts traditional leadership theories that

assume uniform treatment of all subordinates, emphasizing instead that leadership effectiveness is inextricably linked to the quality of individual relationships within the leader-follower dyad (Graen and Uhl-Bien, 1995).

Furthermore, LMX theory argues that the quality of leader-member interactions might alter over time, meaning that these connections are dynamic. Initial contacts may pave the way for high or poor LMX connections, but leaders can actively endeavour to improve them over time. This developmental viewpoint has important implications for leadership development programs, implying that training should emphasise relationship-building skills in addition to traditional leadership qualities (Graen & Uhl-Bien, 1995). Furthermore, combining LMX theory with other leadership approaches, such as transformational or servant leadership, can provide a more complete understanding of how different leadership styles affect the quality of leader-follower relationships and, as a result, organisational outcomes (Northouse, 2018).

The theoretical implications of LMX theory are profound, providing a complex perspective of leadership that emphasizes the necessity of personalized relationships and varied treatment of followers. This relational perspective challenges traditional beliefs on leadership and provides critical insights for building effective leadership strategies and practices within organisations.

5.3.2 Practical Implication

Employee commitment is crucial for organisational performance and success, and recent research has provided insights into the primary leadership behaviour that affects employee commitment. The results of this study have important practical implications for

employees, human resources management, and future academics who are interested in enhancing employee commitment and improving organisational outcomes.

i. For Employees

Employees might utilise these findings to participate in career strategizing with their leaders proactively. Employees who see their leaders as role models (exemplifying influence) are more likely to have greater levels of engagement and dedication. This implies that workers should actively pursue or promote leadership development programs that prioritise the cultivation of transformational leadership attributes. Besides, gaining a comprehensive understanding of the different leadership styles will enable individuals to navigate their professional pathways with more efficiency and success. Employees may have a preference for working under leaders who have a strong sense of idealised influence to create a work atmosphere that is more inspiring and encouraging.

ii. For Human Resource Management

Human resources departments can use the study's findings to create and execute specific strategies to improve leadership style and employee commitment. HR departments should prioritise the development of training programs that specifically increase transformational leadership traits, with a special emphasis on idealised influence, for managers. These initiatives have the potential to increase staff dedication, decrease employee attrition, and enhance overall organisational effectiveness.

Furthermore, HR should assess the leadership effectiveness through performance evaluation. Integrating leadership evaluations into performance management systems may assist in identifying and rewarding leaders who have a good impact on staff

commitment. Consistent feedback and coaching may enhance the development of these leadership qualities.

In addition, based on the result, HR strategies should focus on mitigating the adverse effects of passive management by exception by promoting proactive leadership behaviours. Establishing a work environment that fosters support and encourages leaders to actively interact with workers may help reduce the potential hazards associated with passive management approaches.

iii. For Future Researcher

Further studies may explore in greater depth particular facets of leadership styles and employee commitment. By undertaking in-depth investigations that examine the intricate relationship between these variables and their influence on employee commitment, a more holistic comprehension of organisational dynamics can be attained. Besides, further studies might enhance this study by examining other aspects of SET and its influence on diverse organisational results, such as job satisfaction, engagement in positive behaviours towards the organisation, and effectiveness in producing desired goals.

5.4 Limitations of Study

There are a few limitations existed in the study. The primary limitation of this research is a limited number of samples. Even though 130 questionnaires were completed, the sample size is relatively small and may not accurately represent the entire population of Samsung Malaysia Electronics employees or similar organizations. The findings' generalizability is restricted by the small sample size, which implies that they may not apply to other cultural

contexts, industries, or settings. The sample size and its ability to be generalized are the primary limitations. The results may not apply to the general population due to the small sample size of the study. Future research should strive to incorporate a more diverse and extensive sample to improve the generalizability and robustness of the results.

The second limitation of the study is its methodology. Quantitative methodologies, including questionnaires, might exhibit limitations when it comes to examining the contextual factors that influence responses. Standardised, closed-ended inquiries are frequently given priority, which may result in the neglect of nuanced rationales about specific responses concerning employee commitment. Questionnaires depend on the subjective interpretations and self-reporting of the participants. This has the potential to introduce response bias, which could result in participants providing answers that are socially desirable or misinterpreting queries, thereby compromising the accuracy of the collected data.

The third limitation is the cross-sectional study design. This research utilises a cross-sectional design, which collects data at a certain moment in time. Although this technique enables the examination of connections between variables, it does not provide any understanding of how these connections may change over time. A major constraint of cross-sectional research is the difficulty of proving causation. Longitudinal study approaches, which gather data over lengthy periods, are essential for investigating the causal links and long-term impacts of leadership styles on employee commitment.

Another study limitation is the limited scope of leadership style. This study focuses on various leadership styles, namely idealised influence, inspiring motivation,

contingent rewards, and management by exception (both active and passive). Although transformational and transactional leadership styles were analysed, additional leadership styles such as servant leadership, ethical leadership, and laissez-faire leadership were not included in the examination. Expanding the inclusion of a wider array of leadership styles might enhance the depth of comprehension about the influence of leadership on employee commitment.

To enhance the study's findings and achieve a more thorough understanding of employee retention in organisations, it is important to address these shortcomings in future research.

5.5 Recommendation for Future Studies

By acknowledging the limitations of small sample sizes, quantitative methodologies, cross-sectional study designs and limited variables in the study of employee commitment, it is possible to propose several strategic suggestions.

First, enhancing the representation of samples is of utmost importance. By categorizing the sample based on various departments, geographical locations, and branches, the study might enhance its variety. Engaging in collaborative efforts with numerous branches and operations to combine data from diverse sources will significantly enhance the sample size and improve the generalizability of the findings. In addition, performing a power analysis would guarantee that the sample size is sufficient for discovering significant effects or correlations.

Second, supplementing quantitative surveys with qualitative methodologies such as interviews or focus groups can provide additional depth and contextual understanding. Combining quantitative surveys with statistical techniques like regression or factor analysis can strengthen findings and authenticate results. By giving priority to pilot research aimed at refining survey instruments, the researcher can ensure that the possible employee commitment variables are captured with clarity and comprehensiveness, including their subtle elements.

Third, to gain a better understanding of time, researchers could use longitudinal study designs or conduct consecutive cross-sectional studies at different times. To better understand trends and causality, longitudinal studies record how employee commitment factors change over time. To overcome the weaknesses of cross-sectional designs, more robust conclusions regarding causal linkages could be drawn using advanced statistical approaches such as structural equation modelling or causal inference methods.

Besides, the following studies should look into a more extensive array of leadership styles such as servant leadership, ethical leadership, democratic leadership, laissez-faire leadership, etc. This may enhance one's comprehension of the influence of various leadership techniques on employee dedication. Additionally, future researchers may be can consider external variables, such as organizational changes, economic circumstances, and industry-specific obstacles, while conducting their investigations. Integrating contextual variables helps enhance comprehension of the wider factors that impact the connections under investigation.

5.6 Conclusion

Within the framework of Samsung Malaysia, a global organisation, this research sought to investigate the link between different leadership styles and employee commitment. Idealised influence, inspiring motivation, contingent incentives, active management by exception, and passive management by exception were the five elements of leadership that were the subject of the study. The study result revealed that leadership styles significantly impact employee commitment. Leaders who display these traits inspire their teams to believe in the mission and work harder because they know it will help the company succeed.

Furthermore, employee commitment was positively correlated with contingent rewards by exception which are a feature of transactional leadership. Leaders may encourage staff to remain dedicated to the organization's objectives by outlining specific performance requirements and offering concrete incentives for meeting goals. However, other results showed that management by exception had different effects on employees' dedication to the company. Employee dedication was shown to be positively connected with active management by exception, which is taking the initiative to solve problems and providing ongoing support. On the other hand, staff commitment was severely impacted by passive management by exception, which is characterised by reactive problem-solving and a lack of involvement. To keep a dedicated staff, effective leadership is crucial.

By demonstrating the symbiotic link between strong leadership and enthusiastic buy-in from staff, this study's theoretical implications provide credence to Social Exchange Theory. Organisations should prioritise cultivating ethical leadership, visionary

leadership, and proactive management practices, since these attributes boost employee commitment, according to the research. In Summary, the research concludes that leadership has a pivotal role in promoting employee loyalty in Samsung Malaysia. Organisations may boost employee commitment is crucial for long-term performance and competitiveness in the global market by embracing transformational and proactive transactional leadership techniques.



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Appendices

Appendix A

SECTION A: DEMOGRAPHIC PROFILE

This section is meant to obtain a demographic profile of respondents. For each statement,

Please (✓) the appropriate answer.

1. Gender:

Male () Female ()

2. Age:

20-29 Years () 30-39 Years () 40-49 Years () 49 Years and above ()

3. Education Level:

SPM () STPM/Diploma () Degree () Master and above ()

4. Marital Status:

Single () Married () Others ()

5. Employment Period:

< 1 Year () 1-5 Years () 6-10 Years () 11 Years and above ()

SECTION B: EMPLOYEE COMMITMENT

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
1		2		3		4		5	
No.	Item	1		2		3		4	
1	I would be very happy to spend the rest of my career in this organization.	☐	☐	☐	☐	☐	☐	☐	☐
2	I feel as if this organization's problems are my own.	☐	☐	☐	☐	☐	☐	☐	☐

3	I do not feel like a 'part of my family' at this organization.	☐	☐	☐	☐	☐
4	I do not feel 'emotionally attached' to this organization.	☐	☐	☐	☐	☐
5	This organization has a great deal of personal meaning for me.	☐	☐	☐	☐	☐
6	I do not feel a strong sense of belonging to this organization	☐	☐	☐	☐	☐
7	It would be very hard for me to leave my job at this organization right now even if I wanted to.	☐	☐	☐	☐	☐
8	Too much of my life would be disrupted if I leave my organization	☐	☐	☐	☐	☐
9	Right now, staying with my job at this organization is a matter of necessity as much as desire.	☐	☐	☐	☐	☐
10	I believe I have too few options to consider leaving this organization.	☐	☐	☐	☐	☐
11	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere	☐	☐	☐	☐	☐
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	☐	☐	☐	☐	☐
13	I do not feel any obligation to remain with my organization.	☐	☐	☐	☐	☐
14	Even if it were to my advantage, I do not feel it would be right to leave.	☐	☐	☐	☐	☐
15	I would feel guilty if I left this organization now.	☐	☐	☐	☐	☐
16	This organization deserves my loyalty.	☐	☐	☐	☐	☐
17	I would not leave my organization right now because of my sense of obligation to it	☐	☐	☐	☐	☐
18	I owe a great deal to this organization.	☐	☐	☐	☐	☐

SECTION C: TRANSFORMATIONAL LEADERSHIP

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Strongly Disagree		Disagree	Neutral	Agree	Strongly Agree		
1		2	3	4	5		
No.	Item	1	2	3	4	5	
Idealised Influence							
1	My leader instil pride in me for being associated with him/her.	☐	☐	☐	☐	☐	
2	My leader acts in ways that build my respect.	☐	☐	☐	☐	☐	
3	My leader displays a sense of power and confidence.	☐	☐	☐	☐	☐	
4	My leader goes beyond self-interest for the good of the organisation.	☐	☐	☐	☐	☐	
5	My leader talks about the most important values and beliefs.	☐	☐	☐	☐	☐	
6	My leader specifies the importance of having a strong sense of purpose.	☐	☐	☐	☐	☐	
7	My leader considers the moral and ethical consequences of decisions.	☐	☐	☐	☐	☐	
8	My leader emphasizes the importance of having a collective sense of mission	☐	☐	☐	☐	☐	
Inspirational Motivation							
9	My leader talks optimistically about the future.	☐	☐	☐	☐	☐	
10	My leader talks enthusiastically about what needs to be accomplished.	☐	☐	☐	☐	☐	
11	My leader articulates a compelling vision of the future.	☐	☐	☐	☐	☐	
12	My leader expresses confidence that goals will be achieved.	☐	☐	☐	☐	☐	

SECTION D: TRANSACTIONAL LEADERSHIP

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Strongly Disagree		Disagree	Neutral	Agree	Strongly Agree		
1		2	3	4	5		
No.	Item	1	2	3	4	5	
Contingent Reward							
1	My Leader provides me with assistance in exchange for my efforts.	☐	☐	☐	☐	☐	
2	My leader discusses in specific terms who is responsible for achieving performance targets.	☐	☐	☐	☐	☐	
3	My leader makes clear what employees can expect to receive when performance goals are achieved.	☐	☐	☐	☐	☐	
4	My leader expresses satisfaction when I meet expectations.	☐	☐	☐	☐	☐	
Management By Exception							
5	Active: My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards...	☐	☐	☐	☐	☐	
6	Active: My leader concentrates his/her full attention on dealing with mistakes, complaints, and failures.	☐	☐	☐	☐	☐	
7	Active: My leader keeps track of all mistakes.	☐	☐	☐	☐	☐	
8	Active: My leader directs my attention toward failures to meet standards.	☐	☐	☐	☐	☐	
9	Passive: My leader fails to interfere until problems become serious.	☐	☐	☐	☐	☐	
10	Passive: My leader waits for things to go wrong before taking action	☐	☐	☐	☐	☐	
11	Passive: My leader shows that he/she firmly believes in "If it ain't broke, don't fix it."	☐	☐	☐	☐	☐	
12	Passive: My leader demonstrates that problems must become chronic before taking action	☐	☐	☐	☐	☐	

Thank you very much for taking the time and effort to complete this questionnaire. Your input is valued and very much appreciated

Appendix B: SPSS OUTCOME

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	50.8	50.8	50.8
	Female	64	49.2	49.2	100.0
	Total	130	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 Years Old	43	33.1	33.1	33.1
	30-39 Years Old	36	27.7	27.7	60.8
	40-49 Years Old	31	23.8	23.8	84.6
	49 Years Old and Above	20	15.4	15.4	100.0
	Total	130	100.0	100.0	

		Education Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	20	15.4	15.4	15.4
	STPM/Diploma	32	24.6	24.6	40.0
	Degree	67	51.5	51.5	91.5
	Master and Above	11	8.5	8.5	100.0
	Total	130	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	49	37.7	37.7	37.7
	Married	70	53.8	53.8	91.5
	Others	11	8.5	8.5	100.0
	Total	130	100.0	100.0	

Employment Period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 Year	7	5.4	5.4	5.4
	1-5 Years	36	27.7	27.7	33.1
	6-10 Years	51	39.2	39.2	72.3
	11 Years and Above	36	27.7	27.7	100.0
	Total	130	100.0	100.0	

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.720	18

Item Statistics

	Mean	Std. Deviation	N
I would be very happy to spend the rest of my career in this organization.	3.35	1.017	130
I feel as if this organization's problems are my own.	3.35	.978	130
I do not feel like a 'part of my family' at this organization.	2.84	1.091	130
I do not feel 'emotionally attached' to this organization.	2.78	1.107	130
This organization has a great deal of personal meaning for me.	3.35	.987	130
I do not feel a strong sense of belonging to this organization	2.73	1.002	130
It would be very hard for me to leave my job at this organization right now even if I wanted to.	3.38	.959	130
Too much of my life would be disrupted if I leave my organization	3.57	.880	130
Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.59	.954	130
I believe I have too few options to consider leaving this organization.	3.68	.891	130
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere	3.75	.847	130
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.72	.863	130
I do not feel any obligation to remain with my organization.	2.28	.957	130
Even if it were to my advantage, I do not feel it would be right to leave.	3.68	.950	130

I would feel guilty if I left this organization now.	3.75	.975	130
This organization deserves my loyalty.	3.82	.861	130
I would not leave my organization right now because of my sense of obligation to it.	3.81	.890	130
I owe a great deal to this organization.	3.77	.885	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
61.18	51.061	7.146	18

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.946	8



Item Statistics

	Mean	Std. Deviation	N
My leader instill pride in me for being associated with him/her.	3.68	.915	130
My leader acts in ways that build my respect.	3.82	.861	130
My leader displays a sense of power and confidence.	3.85	.827	130
My leader goes beyond self-interest for the good of the organisation.	3.74	.885	130
My leader talks about the most important values and beliefs.	3.82	.821	130

My leader specifies the importance of having a strong sense of purpose.	3.79	.895	130
My leader considers the moral and ethical consequences of decisions.	3.91	.858	130
My leader emphasizes the importance of having a collective sense of mission	3.87	.848	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.48	34.686	5.889	8

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.936	4

Item Statistics

	Mean	Std. Deviation	N
My leader talks optimistically about the future.	3.74	1.016	130
My leader talks enthusiastically about what needs to be accomplished.	3.78	.956	130
My leader articulates a compelling vision of the future.	3.89	1.006	130
My leader expresses confidence that goals will be achieved.	3.75	.997	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.17	13.242	3.639	4

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.914	4

Item Statistics

	Mean	Std. Deviation	N
My Leader provides me with assistance in exchange for my efforts.	3.71	.952	130
My leader discusses in specific terms who is responsible for achieving performance targets.	3.81	.881	130
My leader makes clear what employees can expect to receive when performance goals are achieved.	3.80	.960	130
My leader expresses satisfaction when I meet expectations.	3.82	.927	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.14	11.019	3.320	4

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.912	4

Item Statistics

	Mean	Std. Deviation	N
My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	3.76	.922	130
My leader concentrates his/her full attention on dealing with mistakes, complaints, and failures.	3.85	.936	130
My leader keeps track of all mistakes.	3.87	.893	130
My leader directs my attention toward failures to meet standards.	3.86	.930	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.34	10.706	3.272	4

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.903	4

Item Statistics

	Mean	Std. Deviation	N
My leader fails to interfere until problems become serious.	2.22	.942	130
My leader waits for things to go wrong before taking action.	2.25	.943	130
My leader shows that he/she firmly believes in "If it ain't broke, don't fix it."	2.18	.927	130
My leader demonstrates that problems must become chronic before taking action.	2.17	.949	130

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
8.82	10.968	3.312	4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Commitment	130	1.94	4.22	3.3987	.39699
Idealised Influence	130	1.50	5.00	3.8106	.73618
Inspirational Motivation	130	1.00	5.00	3.7923	.90975
Contingent Reward	130	1.00	5.00	3.7846	.82989
Management By Exception- Active	130	1.25	5.00	3.8346	.81801
Management By Exception- Passive	130	1.00	4.50	2.2058	.82797
Valid N (listwise)	130				

Descriptives

		Statistic	Std. Error
Employee Commitment	Mean	3.3987	.03482
	95% Confidence Interval for Mean	Lower Bound	3.3298
		Upper Bound	3.4676
	5% Trimmed Mean	3.4274	
	Median	3.5556	
	Variance	.158	
	Std. Deviation	.39699	
	Minimum	1.94	
	Maximum	4.22	
	Range	2.28	
	Interquartile Range	.22	
	Skewness	-1.463	.212
	Kurtosis	2.662	.422
Idealised Influence	Mean	3.8106	.06457
	95% Confidence Interval for Mean	Lower Bound	3.6828
		Upper Bound	3.9383
	5% Trimmed Mean	3.8627	
	Median	4.0000	
	Variance	.542	
	Std. Deviation	.73618	
	Minimum	1.50	
	Maximum	5.00	
	Range	3.50	
	Interquartile Range	.25	

Inspirational Motivation	Skewness		-1.551	.212
	Kurtosis		2.843	.422
	Mean		3.7923	.07979
	95% Confidence Interval for Mean	Lower Bound	3.6344	
		Upper Bound	3.9502	
	5% Trimmed Mean		3.8600	
	Median		4.0000	
	Variance		.828	
	Std. Deviation		.90975	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.50	
	Skewness		-1.351	.212
	Kurtosis		1.521	.422
Contingent Reward	Mean		3.7846	.07279
	95% Confidence Interval for Mean	Lower Bound	3.6406	
		Upper Bound	3.9286	
	5% Trimmed Mean		3.8408	
	Median		4.0000	
	Variance		.689	
	Std. Deviation		.82989	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.25	
	Skewness		-1.426	.212
	Kurtosis		1.895	.422
Management By Exception- Active	Mean		3.8346	.07174
	95% Confidence Interval for Mean	Lower Bound	3.6927	
		Upper Bound	3.9766	
	5% Trimmed Mean		3.8910	
	Median		4.0000	
	Variance		.669	
	Std. Deviation		.81801	
	Minimum		1.25	
	Maximum		5.00	
	Range		3.75	
	Interquartile Range		.50	
	Skewness		-1.318	.212
	Kurtosis		1.777	.422
Management By Exception- Passive	Mean		2.2058	.07262
	95% Confidence Interval for Mean	Lower Bound	2.0621	
		Upper Bound	2.3494	
	5% Trimmed Mean		2.1581	
	Median		2.0000	
	Variance		.686	

Std. Deviation	.82797	
Minimum	1.00	
Maximum	4.50	
Range	3.50	
Interquartile Range	.31	
Skewness	1.085	.212
Kurtosis	1.030	.422

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Commitment	.212	130	.000	.844	130	.000
Idealised Influence	.260	130	.000	.765	130	.000
Inspirational Motivation	.283	130	.000	.806	130	.000
Contingent Reward	.283	130	.000	.788	130	.000
Management By Exception- Active	.257	130	.000	.824	130	.000
Management By Exception- Passive	.244	130	.000	.846	130	.000

a. Lilliefors Significance Correction

			Correlations					
			Employee Commitment	Idealised Influence	Inspirational Motivation	Contingent Reward	Management By Exception- Active	Management By Exception- Passive
Spearman's rho	Employee Commitment	Correlation Coefficient	1.000	.647**	.523**	.456**	.531**	-.455**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	130	130	130	130	130	130
	Idealised Influence	Correlation Coefficient	.647**	1.000	.594**	.573**	.635**	-.489**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	130	130	130	130	130	130
	Inspirational Motivation	Correlation Coefficient	.523**	.594**	1.000	.578**	.665**	-.556**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	130	130	130	130	130	130
	Contingent Reward	Correlation Coefficient	.456**	.573**	.578**	1.000	.630**	-.495**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	130	130	130	130	130	130
	Management By Exception- Active	Correlation Coefficient	.531**	.635**	.665**	.630**	1.000	-.655**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	130	130	130	130	130	130
	Management By Exception- Passive	Correlation Coefficient	-.455**	-.489**	-.556**	-.495**	-.655**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	130	130	130	130	130	130

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