FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

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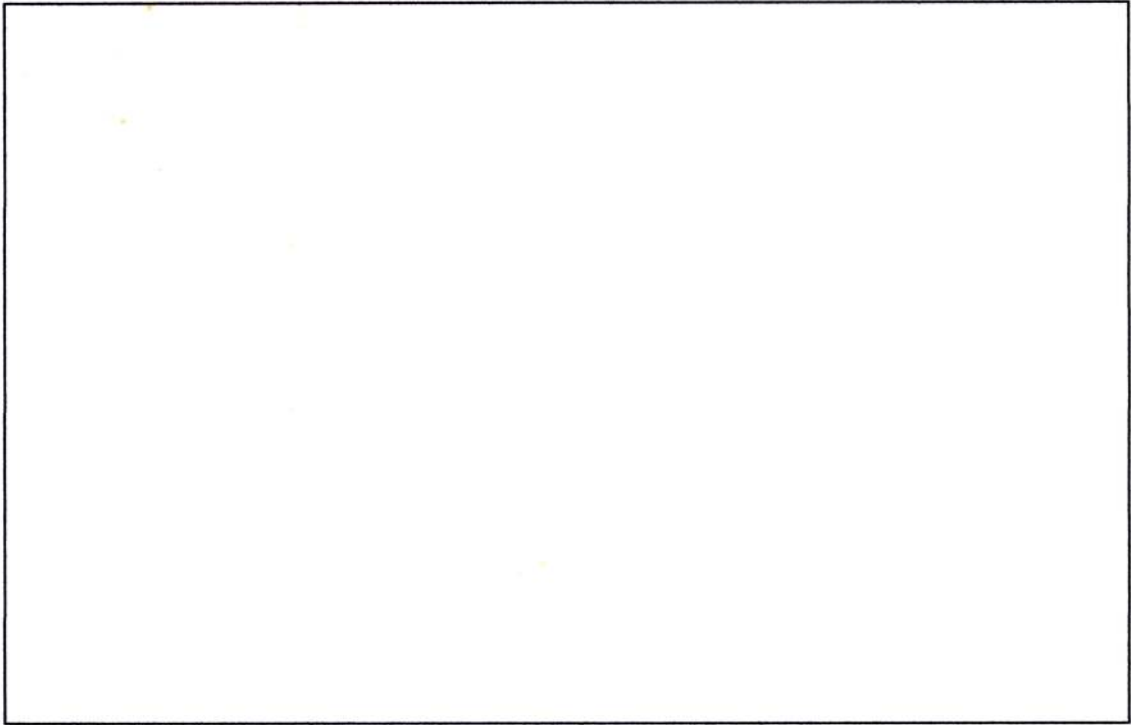
A STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLE OF ADMINISTRATOR AND ORGANIZATIONAL COMMITMENT IN PUBLIC AGENCIES
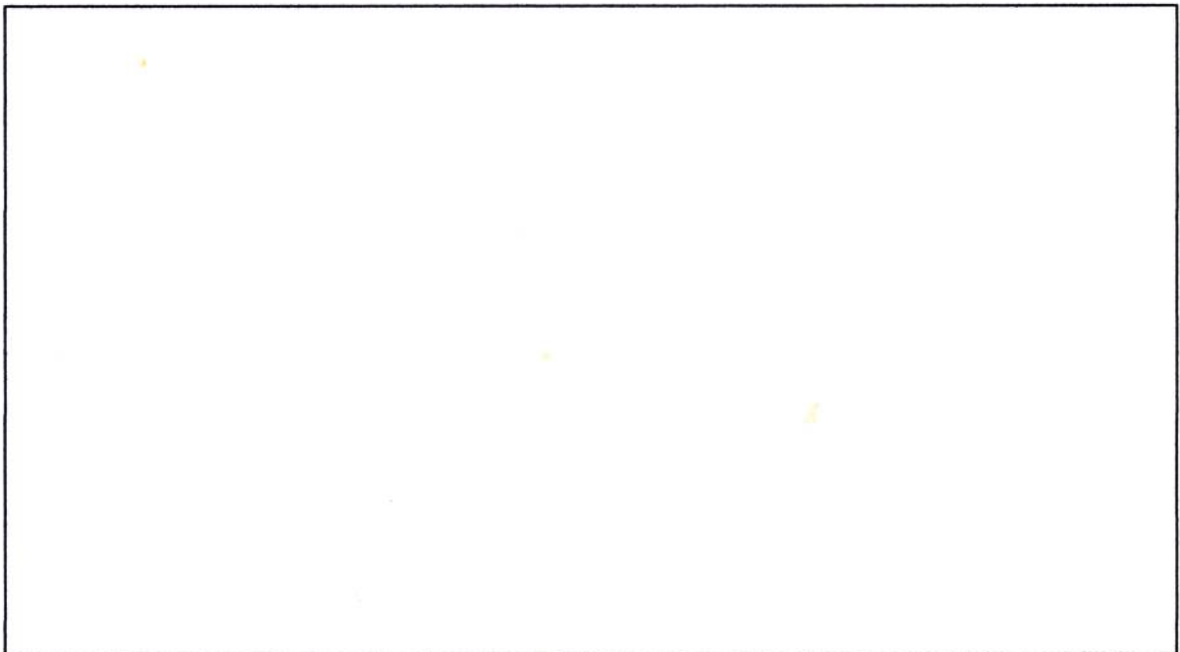
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Bachelor of Administrative Science (Hons)

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Title of Research Report   : A Study of the Relationship between Perceived
                                 Leadership Style of Administrator and Organizational
                                 Commitment in Public Agencies

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Abstract

ASLI and INTAN are the agencies that have brought the concepts of the leadership in the public sector. These agencies were introduced to lead the improvement of the role of leadership that practiced by the administrators in the public agencies. The study examines the relationship between leadership styles of administrators and organisational commitment in public agencies. A sample size for the purpose of this study is 150, which indicate 50 respondents for each public agency that have been chosen. And the types of approach that used are by distributing questionnaire survey. From this study, there are four objectives that have been examined that are to determine the dominant style of leadership adopted by the administrators in the public agencies, to determine the level of organizational commitment in the public agencies, to explore the relationship between leadership styles with the organizational commitment and the to analyze the relationship between leadership style and three level of government. The study does not provide the strong relationship between the leadership and the organizational commitment in the public agencies. And each of level of government practiced a different leadership styles.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

As time progress, the leadership became more and more important in today's organizations, especially in the public agencies. The government of Malaysia with cooperation from training agency such as Institut Tadbiran Awam Negara (INTAN) has taken a lot of efforts in order to improve the role of leadership practiced by the administrators in the public agencies. Leadership is the process of influencing the activities of an organized group toward goal achievement (Rauch & Behling, 1984).

The previous Malaysia Prime Minister, Tun Dr Mahathir Mohamad has launched a campaign, which is known as "Leadership by Example" on 19 March 1983. The objectives of this campaign are to increase the productivity of government servants especially the administrators, as well as practicing Clean, Effective and Trusty services (INTAN, 1994). This can help the administrators in the public agencies improve the quality of their leadership style in administering a particular agency.

"Leadership by Example Evaluation Campaign" was a workshop that has been conducted by INTAN to evaluate the effectiveness of the campaign. It is found that the government servants and Malaysia society thought the campaign has

improving the quality services of government since it has been implemented (INTAN, 1994).

There are few more organization involved in developing in leadership skill such as Asian Strategy and Leadership Institute (ASLI) (Ahmad Sarji, 1994). ASLI has played a key role in development of leadership skill by its twin focus on strategy and leadership which has the capability and capacity to fill a significant niche as a resource centre in the area of management and leadership training and development. Furthermore, it also assists in the national human resource development program to ensure the availability of fully trained personnel capable of moving the country towards its long-term goal of making Malaysia into a fully developed nation.

1.2   Problem statement

In these few years there were lots of changes have been made and new approaches were introduced in the leadership and management style. Some of the changes have worth the public agencies with increases in the quality and productivity but some were not really works. Some of those agencies were still at the old level as they have not gained the increases in either quality or productivity.   This situation has affected the nation's quality and productivity. Although the government has introduced the "Leadership by Example" campaign to improve the quality of leadership style in public agency, it has not met the target which is to increase the quality and productivity of the public agencies (INTAN, 1994). Furthermore, the ethical case such corruption among the leaders in public agencies still occur due to they do not fully practiced the Clean, Effective and Trusty services, this can affect the good reputation, as well as perception of the society towards the public agencies in Malaysia. Furthermore, there is less research has been done toward leadership style practiced by the administrators in public agencies compare to private agencies. This situation makes the administrators in public agency have less reference in order to make improvement towards their leadership style.

1.3 Research objectives

The objectives of our study are:

1.3.1 To determine the dominant style of leadership adopted by the administrator in the public agencies

1.3.2 To determine the level of organization commitment in the public agencies

1.3.3 To explore the relationship between leadership styles with the organizational commitment

1.3.4 To analyze the relationship between leadership style and three level of government (Federal, State, and Local Government)

1.4 Scope of the study

The study will cover all public agencies in Kuching city only including Federal (Jabatan Akauntan Negara), State (Kementerian Pembangunan Perindustrian), and Local Government (Dewan Bandaraya Kuching Utara). Furthermore, the study will focus on the government's servants and will be conducted within two weeks in July 2006.

1.5   Significance of the study

1.5.1   More than a decade has passed, less research has been done toward leadership style practiced by the administrators in public agencies compare to private agencies. This study will become a reference to the administrators in public agencies to improve their leadership style in order to create harmony environment.

1.5.2   Leadership plays important role in transforming the public agencies to become more effective and efficient in administration. Leadership is major determinant of organizational effectiveness (Chandler, 1962; Katz & Kahn, 1978; Peters & Waterman, 1982).

1.5.3   Leadership is a reflection of Government's commitment to quality services and reputation, therefore the previous Prime Minister has urged all administrators in public agencies, as well as government's servants to practice Clean, Effective and Trusty services. This shows how important the government's expectation of leadership style in public agencies.

1.6   Definition of terms/concepts

The terms used in this study are defined for ease of understanding.

1.6.1 Leader

Leader refers to an individual who establish directions for a working group of individuals who gain commitment form this group of members to this direction and who then motivate these members to achieve the direction's outcomes (Conger, J.A, 1982).

1.6.2 Leadership

Leadership is the behavior of an individual when he is directing the activities of a group toward a shared goal (Hempbill & Coons, 1957).

1.6.3 Leadership Behavior

Leadership behavior is determined jointly by characteristics of the situation and characteristics of the leader such as needs, values and interests (Burke, 1965).

1.6.4 Leadership Style

Leadership styles may be what shall be used as guidelines in the future to measure how good a leader actually is (Ben Timberlake).

1.6.5 Transactional leadership

It emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of contract through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers (Philip Sadler, 2003).

1.6.6 Transformational leadership

The process of engaging the commitment of employees in the context of shared values and vision (Philip Sadler, 2003).

1.6.7 Organization Commitment

The organization commitment refers to the employee's emotional attachment to, identification with and involvement in a particular organization (McShane Steven L. and Von Glinow Mary Ann, 2005).

CHAPTER 2

LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

2.1   Literature review

This chapter provides a review of the literature on leadership style of administrator and organizational commitment in public agencies and also the conceptual framework of the study.

2.1.1 Introduction

Malaysian public agency plays an important role as a provider of employment, goods, services, investment and especially management or administration of economy. In order to achieve prosperity in those mentions before, the main key is the role of leadership practiced in every Malaysian public agency. Leadership is something that most everybody desires to have. Leadership is a quality or trait that every individual possesses, but not necessarily uses. Leadership is something that needs to be perfected over a given period of time, which may vary for each individual. Leadership is the process whereby one or several individuals' influence other group members toward the attainment of defined group or organizational goals (Ben Timberlake).

Organizational commitment has been an important concern in the management literature for several decades because committed members are viewed as stable, productive and more likely to accomplish organizational goals than their less

commitment colleagues (Larkey & Morrill, 1995). For the most part, organizational commitment is considered to be the result of an individual-organization exchange relationship where individuals attach themselves to the organization in return for certain valued rewards or payments from the organization (Hrebiniak & Alutto, 1972; Angle & Perry, 1983). But in the present study, it is considered to be an effective response (attitude) which links or attaches the individuals to the organization.

2.1.2 The Definition and Concept of Leadership

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, characters, knowledge and style (Donald Clark, 1997). Leadership helps administration become more effective not only in public agencies, but also in private agency. The terms such as transactional, transformational, situational and contingency always have been used to explain the theories of leadership.

2.1.3 Styles of Leadership

There are many different ways of leading others. Some styles may be considered to be the old mainstream ways of leading. Yet the majority as being difficult and not very easy to learn and apply may view others. However these leadership styles may be what shall be used as guidelines in the future to measure how good a leader actually is. If one was to really look at the differences between these styles, they will find that they are totally different in some respects.

The old style wants the employees to conform and not stand out. In other words, leader is recognized as a change agent. Meanwhile the new style says that a transformational leader supports people to engage in a wide variety of personal development programs. They give people power and responsibility to make a difference within their own area of influence. Leaders of transformation are constantly on the look out for people with the courage to be different; they encourage those with an alternative point of view. There are two styles of leadership, which are transactional leader and transformational leader.

2.1.3(a)   Transactional Leadership

Transactional leaders exert influence by using goals and contingent recognition to motivate their followers. A transactional leader's goal setting behaviors include clarifying desired outcomes, suggesting, consulting, monitoring, and providing feedback. They also provide rewards to followers in exchange for successful task

performance. Followers are expected to achieve levels of performance specified in "contract" with their leader (Alvolio, Bass, and Jung,1995) .

According to Ben Timberlake in his article, research has shown that the transactional leaders typically exhibit characteristics such as contingent rewards, Management by Exception (Active), Management by Exception (Passive) and laissez-faire (Ben Timberlake). Contingent Rewards implies that the leader will reward the individuals based upon the level of success achieved or goal reached. Management by Exception (Active) says that the manager will basically actively look for those problem areas that are out of control and need additional support. The main difference between active and passive is that the manager will intentionally look for the problem areas or just wait until they appear, then deal with them. The Laissez-Faire is a French word meaning "to let things alone". This style of leadership is based on the let things take their course attitude.

2.1.3(b)   Transformational Leadership

Transformational leaders usually display these types of behaviors, which are charisma, inspirational, intellectual stimulation and individual consideration. A Charisma means rare personal qualities attributed to leaders who are responsible are responsible to arouse fervent popular devotion and enthusiasm. It may also be described as a personal magnetism or charm. This needs that a leader displaying charisma would usually be seen as very likable by his or her subordinates and possibly their superiors. Inspirational leaders would more than

likely be able to do just that inspire their subordinates and others around them. They also would be skilled at intellectually stimulating others regardless of the other people's intellectual capabilities. They probably have a high degree of empathy for others and their belongings.

In transformational leadership, followers feel trust and respect toward the leader and are motivated to do more than they are expected to. All the of the common perspective that effective leaders transform or change the basic values, beliefs and attitudes of their followers so that they are willing to perform beyond the minimum levels specified by the organization (Alvolio, Bass and Jung.1995). In United Kingdom public services shows that the transformational leadership approach is more effective management compared with transactional leadership (John Storey, 2004).

2.1.4 Principles of Effective Leader

The basis of good leadership is honorable character and selfless service to the agencies. Furthermore, good leaders develop through a never ending process of self-study, education, training, and experience. According to A.Walker, Charles, an effective leader is one who inspires others to give maximum effort to achieve a worthwhile goal. Meanwhile according to U.S.Army, 1973, an effective leader influenced by the following tenth principles:

i. An effective leader must be technically proficient where he or she must know his or her job and have a solid familiarity with your employees' tasks.

ii. The leader must able to seek responsibility and take responsibility for actions, as well as search for ways to guide an agency to new heights. When things go wrong, they must take appropriate actions and do not blame others.

iii. An effective leader always uses better problem solving, decision making and planning tools.

iv. An effective leader also can be a good role model for the subordinates. They must not only hear what they are expected to do, but also see it.

v. Know human nature and the importance of sincerely caring for the subordinates.

vi. Always keep the subordinates informed on any tasks, information and others.

vii.   Always develop a sense of responsibility in your workers by helping them to develop good character traits that will help them carry out their professional responsibilities.

viii.   An effective leader must have effective communication to ensure the tasks are understood, supervised and accomplished by the subordinates.

ix.   An effective leader is able to work as a team in an agency.

x.   Able to use the full capabilities of the agency.

2.1.5 Gender Differences in Leadership

Numerous studies on gender differences in leadership styles have producing conflicting results. Gender differences in leadership styles are discussed in terms of the psychological perspective versus the structural perspective. The situational perspective argues that when men and women are in similar situations, operating under analogous expectations, they tend to behave in similar ways (Daly and Ibarra, 1995).

Loden (1985) identified important managerial functions such as use of power, managing work relationships, problem solving, conflict, and management, motivation of employees, goal-setting, decision-making and teamwork. As a result he has traced two differences of leadership styles that are masculine and feminine. Feminine leadership was found to be involved with the emotional cues of human interaction, maintenance of close personal relationship and collaboration. Meanwhile masculine leadership sees the need for tight control, aggressive behavior and the ability to think with little emotional interaction.

According to Hooijiberg and DiTomaso (1996), they find that women were seen to use a more democratic and participative approach compared to a more autocratic and directive styles that used by men.

Besides, Rosener (1990), found that women are not only encouraged participation and shared power and information to a greater extent then men,

they went further practices what it known as interactive leadership, which involves enhancing the feelings of self-worth of others, believing that high levels of performance result from people feeling excited about their work and good about themselves. She predicted that women leaders would display a transformational style of leadership while men would display a more transactional style.

2.1.6 Leadership in Public Sector

There are differences of leadership in public sectors for the other country. In Sweden, all the work in Swedish public administration must stem from three fundamental principles that are democracy, the rule of law and efficiency. Democracy required public administration to perform its tasks in accordance with the decisions taken by Parliament and government. The rule of law means that public administration must make correct decisions on the basis of current laws and other statutory regulations and individuals must also have a change getting their cases heard in court. Efficiency demands that public administration bring about the intended results and attain the objectives laid by the government and do so cost-effectively (OECD, 2001).

Different situation occurred in United States. There are five types of leadership styles that the United States practices. There are directives, participative, empowering, and charismatic as well as celebrity. The directive, participative, empowering, charismatic are reflects on how an executive deals with their subordinates in the company meanwhile the celebrity is directed at people outside the firm (D. Quinn Mills, 2006).

Meanwhile leadership in German focus on efficient, citizen-oriented and activating states that has become the vision for the modernization of the public sector in Germany. The instruments are modern staffs' development, the use of business methods and a comprehensive review of tasks. The leading staff in the

federal administration has to own and promote all measures that contribute to the

goal attainment; they have to act as change agents (OECD, 2001).

2.1.7 Stewardship

Stewardship is about the willingness to be accountable for some larger body than ourselves, an organization, and a community. It is to do with our choice for service over self interest, with being willing to be deeply accountable without choosing to control the world around us (Philip Sadler, 2003).

Block (2003) states the distinction between 'good parenting' as an approach to the governance of organizations and 'partnership'. The former is based on the belief that those at the top are responsible for the success of the organization and the wellbeing of its members. Meanwhile, partnership is based on the principle of placing control close to where the work is done.

Another distinction is between dependency and empowerment. The former rests on the belief that the people in power know what is best and that it is their job to create a safe and predictable environment for the rest of us. Empowerment reflects the beliefs that the ability to get things right lies within each person and is our willingness to commit ourselves to making the organization work well with or without the sponsorship of those us.

The most fundamental distinction and choice, however is between service and self-interest. Today, our doubts about our leaders are not so much about their talents as about their integrity and trustworthiness. For example, the antidote to

the seductive but ultimately destructive, force of self-interest is to commit and adopt a cause, the cause of the place where we work.

2.1.8 The definition and concept of organizational commitment

Organizational commitment is the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes such as job satisfaction and organizational identification. Job satisfaction is more related to the employee's feelings toward their job meanwhile job identification is a degree to which an employee experiences a sense of oneness with their organization.

According to Allen & Meyer 1990, there are three concepts of commitment which are affective commitment, normative commitment and continuance commitment. Affective commitment is defined as the employee's emotional attachment to the organization and normative commitment is where the individual commits to and remains with an organization because of feelings of obligation.

Meanwhile for continuance commitment, it occurs when employees believe it is in their own personal interest to remain with the organization. In other words, this form of commitment is a calculative bond with the organization, rather than an emotional attachment. For example, you may have met people who do not particularly identify with the organization where they work but feel bound to remain there because it would be too costly to quit (McShane Steven L. and Von Glinow Mary Ann, 2005). The employee remains a member of the organization because he/she "has to".

2.2   Conceptual Framework

Figure 2.1   Conceptual Frameworks for the Study of Relationship between Leadership Style Perceived by Administrator and Organisational Commitment in the Public Agencies

Independent Variables   Dependent Variables

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┌─────────────────────────┐              ┌──────────────────────────┐
│                         │              │ Overall organizational   │
│   • Task                │◄─────────────│ Commitment level:        │
│   • Consideration       │              │   • Affective            │
│                         │              │     Commitment           │
│                         │              │   • Normative            │
│                         │              │     Commitment           │
│                         │              │   • Continuance          │
│                         │              │     Commitment           │
└─────────────────────────┘              └──────────────────────────┘
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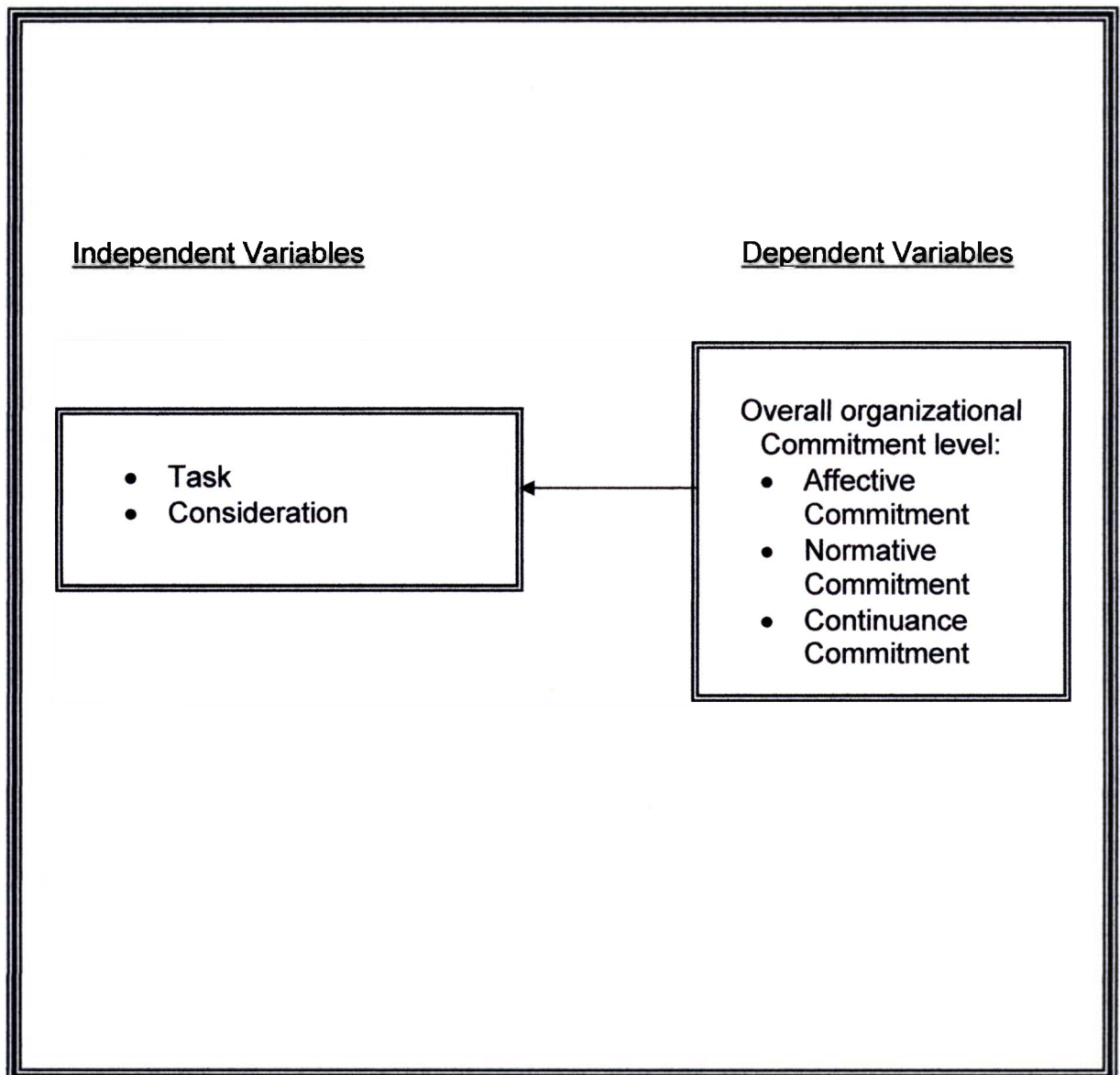
2.2.1 Independent Variables: Leadership Styles.

For independent variables, we have used Leader Behavior Description Questionnaire (LBDQ) which it provides a technique that describes the leadership styles that practiced in the public agencies. The LBDQ contains items, each of which describes a specific way in which a leader may behave (Halpin Andrew W, 1957). By using the LBDQ, we have identified two types of leadership styles that are task structure and consideration as a two fundamental dimensions of leader behavior.

2.2.1.1 Task Oriented

Task structure also known as an initiating structure. It is refers to the leaders 's behavior in delineating the relationship between himself and the members of his group and in endeavoring to establish well-defined patterns of organization, channels of communication and ways of getting the job done (Halpin Andrew W, 1957). Without seeking input from subordinates, the leaders structure the work, define the goals, allocate resources, and focus on achieving production quotas or delivery of services. People are of concern, but only because they're necessary to get the work done. This leader uses an inflexible, no-nonsense approach with subordinates. A complete task orientation means that a leader has foremost in mind the job that must get done (Randall D. Ponder, 2005). There might be some of the administrators in public agency will preferred the task-oriented of leadership style.

2.2.1.2   Consideration

Consideration refers to behavior indicative of friendship, mutual trust, respect and warmth in relationship between the leader and members of the group (Halpin Andrew W, 1957). Leaders who set relationships as a priority recognize the synergistic effects of attending to the human side of work (Randall D. Ponder, 2005). This does not mean they are less concerned with accomplishing tasks but that they know the best way to achieve high-quality success is to make sure they consider subordinates' and team members' needs. They do this by maintaining warm, close and friendly relationships with their followers and co-workers and by openly trusting and supporting them.

2.2.2 Dependent Variables: Overall organizational Commitment Level

According to Meyer and Allen's (1991) three component model of commitment, there are three mind set which can characterize an employee's commitment to the organization.

2.2.2.1   Affective Commitment

Affective commitment is defined as the employee's emotional attachment to the organization. As a result, he or she strongly identifies with the goals of the organization and desires to remain a part of the organization. It is also called as organizational loyalty when the organization is the target of the individual's commitment. However, affective commitment can also refer to loyalty toward co-workers, customers or a profession (McShane Steven L. and Von Glinow Mary Ann, 2005). This employee commits to the organization because he/she "wants to".

2.2.2.2   Normative Commitment

The normative commitment refers to the individual commits to and remains with an organization because of feelings of obligation. For instance, the organization may have invested resources in training an employee who then feels an obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should

be loyal to one's organization. The employee stays with the organization because he/she "ought to".

2.2.2.3   Continuance Commitment

The continuance commitment refers to a situation where by the individual commits to the organization because he or she perceives high costs of losing organizational membership (cf. Becker's 1960 "side bet theory"), including economic losses such as pension accruals as well as social costs such as friendship ties with co-workers that would have to be given up. The employee remains a member of the organization because he or she "has to".

CHAPTER 3

RESEARCH METHOD

3.1 Research design

The basic purpose of the research design is to ensure internal and external validity (Kerlinger, 1992). For the purpose of this study, the research will be cross-sectional survey. The research demands for information from the various departments section and target focus groups within the public agencies. Type of approach is questionnaire survey.

3.2 Unit of analysis

As this study will address the issue of the leadership style of administrator in public agency, therefore the unit of analysis will be the public agencies.

3.3 Sample size

The sample size for the purpose of this study is 150, which indicate 50 respondents for each public agency that have been chosen.

3.4 Sampling technique

Three public agencies will be selected for closer analysis on a study of leadership styles of administrator in public agency. The type of sampling is purposive sampling which means only specific types of people who can provide the desired information (Sekaran, 2003). There are two types of purposive

sampling, which are judgmental, and quota. As for this study, the type chosen is

judgmental sampling

3.5   Measurement/Instrumentation

Below are our objectives, concepts and measurement.

	Objectives	Concepts/constructs	Measurement	Question No
1	To determine the dominant styles of leadership adopted by the administrator in public agencies	Leadership styles may be what shall be used as guidelines in the future to measure how good a leader actually. Therefore, there will be a different leadership style adopted by different administrators in the public agencies.	Identify the two types of leadership styles which are task and consideration used by the public agencies (Federal, State, Local Government)	Section B Q1-Q40
2	To determine the level of organizational commitment in the public agencies	Organizational commitment contributes by the employee's onto the agencies might be weak or strong.	Identify the employee's emotional attachment to, identification with, and involvement in a particular organization.	Section C Q1-Q15
3	To explore the relationship between leadership styles with the organizational commitment	Leadership style adopted by the administrator in the public agencies might influence the contribution of employee's commitment towards the agency.	The effects of employee's commitment due to the leadership style chosen by the administrator in the agency.	Section C Q1-Q15

| 4 | To analyze the relationship between leadership styles and three level of government (Federal, State and Local Government) | The administrators in Federal, State and Local government departments will adopt the same or different leadership style in administrating the public agencies. | The respondents are come from different level of government. Whether the administrators in the three tier of government adopted the same leadership style. | Section A Q7 & Section B Q1-Q40 |

3.6 Data collection

The data for this study will be collected through questionnaire. This method was chosen because the designed questionnaire could be sent to a large number of organizations in a limited time (Tsang; Anthony, 2001).

3.7 Data analysis

The table below indicates our objectives, variables, measurement, scale and statistics.

Objectives	Variable/s	Measurement	Scale	Statistics
To determine the dominant styles of leadership adopted by the administrator in public agencies	*Definition of leadership styles*	*Identify the two types of leadership styles which are task and consideration used by the public agencies (Federal, State, Local Government)*	*Interval*	*Mean, Standard Deviation*
To determine the level of organizational commitment in the public agencies	*Definition of organizational commitment*	*Identify the employee's emotional attachment to, identification with, and involvement in a particular organization.*	*Interval*	*Mean, Standard Deviation*
To explore the relationship between leadership styles with the organizational commitment	*Definition of leadership style and organizational commitment*	*The effects of employee's commitment due to the leadership style chosen by the administrator in the agency.*	*Interval*	*Correlation*

To analyze the relationship between leadership styles and various level of government	*Definition of various level of government*	*The respondents are come from different level of government. Whether the administrators in the three tier of government adopted the same leadership styles.*	*Interval*	*Anova*

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter represents briefly the profile of the respondents involved in this study. The following sections outline the findings of this study in relation to the research objectives.

4.2 Profile Description

The table below shows the respondents' profile on the units of the study. This profile is important as the findings are usually very much influenced by the type of respondents consulted. In presenting the profile below, only the related information provided and not all information collected.

No.	Profile	No.	Percentage (%)
1.	Gender:		
	Male	39	39
	Female	61	61
2.	Race:		
	Malay	59	59
	Chinese	4	4
	India	2	2
	Iban	8	8
	Melanau	10	10
	Others	17	17
3.	Positions:		
	Supervisor	24	24
	Clerical	46	46
	Technician	4	4
	Others	26	26
4.	Level of government:		
	Local government	50	50
	Federal	24	24
	State	26	26

Table 4.1: Profile of Respondents

The respondents in this study involved the employees in the public agencies. Most of our respondents are female which form about 61%. Majority of the respondents are Malay (59%) and the lowest is India (2%). It is about 46% of our respondents are clerical, followed by others (26%), supervisor (24%) and lastly is technician (4%). From the table given, it shows that 50% of our respondents come from local government, followed by state which is 26% and federal is 24%.

4.3   Findings by Objectives

The Dominant Style of Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
Task	100	2.36	4.05	3.4005	.39540
Consideration	100	2.39	4.61	3.4322	.47723
Valid N (listwise)	100				

Table 4.2: The dominant leadership style

The first objective is to determine the dominant style of leadership adopted by the administrator in the public agencies. The mean for Consideration is 3.4322 meanwhile mean for Task is 3.4005. There is not much different between Consideration and Task. Both of Consideration and Task are practiced by the administrators in the public agencies.

Level of Organizational Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
OC	100	3.47	6.20	4.8473	.71923
Valid N (listwise)	100				

Table 4.3: Level of organizational commitment

The second objective is to identify the level of organizational commitment in the public agencies. From the output given, the minimum value of is 3.47 and the maximum value is 6.20. Meanwhile the mean value is 4.8473 and still at the average value. This shows that the level of organizational commitment given by the employees in the public agencies are still at the average level and do not achieve the excellent level.

		LS	OC
LS	Pearson Correlation	1	.341(**)
	Sig. (1-tailed)	.	.000
	N	100	100
OC	Pearson Correlation	.341(**)	1
	Sig. (1-tailed)	.000	.
	N	100	100

** Correlation is significant at the 0.01 level (1-tailed).

Table 4.4: Relationship between leadership styles with organizational commitment

The third objective of the study is to explore the relationship between leadership styles with the organizational commitment. The value of significant from the output shows that there is positive relationship between leadership styles with organizational commitment, but it does not so strong (r=.341, p<0.01). Therefore, it is very important for the public agencies to organize a lot if motivation programs for the employees in order to motivate them and at the same time to increase their commitment toward the agencies.

Leadership

Levene Statistic	df1	df2	Sig.
3.041	2	97	.052

ANOVA

Leadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.761	2	.381	2.338	.102
Within Groups	15.795	97	.163		
Total	16.556	99			

Table 4.5: Relationship between leadership styles with three level of government

The fourth objective of this study is to analyze the relationship between leadership style and three level of government (Federal, State and Local Government). Given that F- ratio with F - probability value less than .05 is significant. Therefore, from the table it shows that there is no relationship between leadership styles and three level of government, $F_{(2, 97)} = 2.338$, $p > .05$. This is because the three level of government are under one umbrella and using the same procedures and policies. Therefore, there is no different in terms of leadership style practiced by the administrators in the three level of government.

4.4   Summary

This study is on relationship between perceived leadership styles of administrator and organizational commitment in the public agencies. After the findings, it shows that both styles which are task and consideration are used by the administrators in the public agencies in guiding the employees. Furthermore, the employees in the public agencies are giving quite high commitment towards their agencies and also there is no strong relationship between leadership styles adopted by the administrators with the organizational commitment. In other words, leadership styles do not influence the employees' commitment. Besides, the different level of government (Federal, State, and Local Government) also does affect the leadership styles.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1   Introduction

This chapter consists revisited of the main findings and also will conclude the study with the purpose to infer the findings of the study and then portray the discussion of the existing research. Furthermore, this chapter provides practical implications of the findings. Moreover, the implications, limitations and recommendations also been discussed under this chapter.

5.2   Main Findings Revisited

5.2.1 The Dominant Styles of Leadership

The first objective of our study is to determine the dominant styles of leadership adopted by the administrators in the public agencies. From our finding in the previous chapter, it shows that consideration is the dominant styles of leadership compared with task. It means that the administrators are more preferred to use consideration in order to gain higher commitment from their employees.

5.2.2 Level of Organizational Commitment

From the finding that we get for our second objectives that are to determine the level of organizational commitment in the public agencies,

the employees in the public agencies are giving a high commitment towards their organization. This is because, by giving the higher commitment towards their organization, the employees will get more benefits from the organization.

5.2.3 Relationship between Leadership Styles with Organizational Commitment

Relationship between leadership styles with organizational commitment has been examined. From the finding that we get, there is positive relationship between leadership styles with organizational commitment, but it does not strong. It might be other factors that could influence the organizational commitment instead of leadership styles perceived by the administrators.

5.2.4 Relationship between Leadership Styles with Three Level of Government

The fourth objective of our study is to analyze the relationship between leadership styles and three level of government. From our finding, it shows that there is no relationship between leadership styles and three level of government. This means that, the administrators in the three level of government perceived different styles of leadership.

5.3   Limitations

There are several limitations that have been faced during the process of collecting data for the research paper.

The first limitation is the attitude of the respondents. It is about 150 questionnaires distributed to three public agencies which consists 50 questionnaires each. However, only 100 questionnaires have been returned by the respondents.

Second limitation is when we want to collect the questionnaires at the time promised, some of the respondents still do not fill up the questionnaires and some do not complete. Therefore, we have extended the time from one week to nearly two months.

5.4   Implications and Conclusion

There are numerous implications of the study that can be extracted from the present's study's upshot.

The first implication of this study is as to add the research on the leadership style in the public agencies since less research has been done toward leadership style practiced by the administrators in public agencies compare to private agencies.

The following implication is the result of the study can be used by the administrator in the public agencies as reference to improve his or her leadership styles in the future and at the same time to build higher organizational commitment among the employees in the public agencies in the future.

The third implication is to persuade the administrator in the public agencies not only to adopt only one leadership style which is focus more on task, but consideration also important. In other words, to build relationship with the employees also important in order to make the public agencies administration becomes more effective and efficient.

The fourth implication is the different level of government does not give any effect towards the leadership style adopted or practiced by the administrator in the public agencies. This shows that most of the administrators in the three level of government perceived all most the same leadership style and therefore the level of organizational commitment given by the employees for the three level of government also do not have greater different.

The next implication is to provide additional information to the future researchers who want to make research on the same field. Besides, this study also can be used for information to the public who are interested in the leadership styles topic.

Conclusion

As a conclusion for this study, it is hope that the findings of the present paper will give valuable information future researchers as well as the public. It will be appreciated to receive any comments or feedback regarding this research paper.

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APPENDIX A

[QUESTIONNAIRES]

UNIVERSITI TEKNOLOGI MARA SARAWAK
KAMPUS KOTA SAMARAHAN
FACULTY OF ADMINISTRATIVE SCIENCE & POLICY STUDIES
BACHELOR IN ADMINISTRATIVE SCIENCE (AM 228)

SURVEY QUESTIONNAIRES

A STUDY OF THE RELATIONSHIP BETWEEN PERCEIVED LEADERSHIP STYLES OF ADMINISTRATOR AND ORGANISATIONAL COMMITMENT IN PUBLIC AGENCIES

Dear Sir / Madam / Miss,

The aim of this research is to collect information on employee's perceptions about the leadership styles and organizational commitment of Administrator in public agencies.

All the information contributed will be regarded with the highest esteem and confidentiality assured.

If you have any questions or need any clarification, please do not hesitate to contact us.

Your participation and cooperation in the survey is deeply appreciated.

Thank you very much for your time and cooperation.

Yours sincerely,

Afidah Binti Sulong
Siti Khairuniza Binti Ibrahim

(Tel: 013-8227247 or 019-8564438)

Thank you

Section A: Background Information
Please tick (√) in the appropriate box or fill in the relevant information about yourself

1. Gender
    Male   ☐ 1
    Female   ☐ 2

    B1 ☐

2. Age: _____ years

    B2 ☐

3. Race
    Malay   ☐ 1
    Chinese   ☐ 2
    India   ☐ 3
    Iban   ☐ 4
    Melanau   ☐ 5
    Others (Please state): _____ ☐ 6

    B3 ☐

4. Position
    Supervisor   ☐ 1
    Clerical   ☐ 2
    Technician   ☐ 3
    Operator   ☐ 4
    Others (Please State): _____ ☐ 5

    B4 ☐

5. Level of government
    Local Government   ☐ 1
    Federal   ☐ 2
    State   ☐ 3

    B5 ☐

6. How long have you work at your department?
    0 - 2 years   ☐ 1
    3 - 5 years   ☐ 2
    6 - 10 years   ☐ 3
    11 - 15 years   ☐ 4
    16 - 20 years   ☐ 5
    More than 20 years   ☐ 6

    B6 ☐

Section B: Leadership Style
Please circle your administrator's leadership styles

1	2	3	4	5
Not at All	Comparatively	To some Degree	Fairly Much	A Great Deal

1. He/she encourages slow working people to greater efforts   1   2   3   4   5   B7 ▢

2. He/she talks about how much should be done   1   2   3   4   5   B8 ▢

3. He/she consults the people under him before acting   1   2   3   4   5   B9 ▢

4. He/she emphasises meeting of deadlines   1   2   3   4   5   B1O ▢

5. He/she gives in when people disagree with him   1   2   3   4   5   B11 ▢

6. He/she decides in details what shall be done and how it shall be done   1   2   3   4   5   B12 ▢

7. He/she rules with an iron hand   1   2   3   4   5   B13 ▢

8. He/she makes those under him/her feel at ease when talking with him/her   1   2   3   4   5   B14 ▢

9. He/she explains his/her actions to others   1   2   3   4   5   B15 ▢

10. He/she criticises poor work   1   2   3   4   5   B16 ▢

11 He/she sees to it that people are to working up to their limits   1   2   3   4   5   B17 ▢

12. He/she offers new approaches to problems   1   2   3   4   5   B18 ▢

13. He/she expresses appreciation when one of you does a good job   1   2   3   4   5   B19 ▢

14. He/she stresses being ahead of competing work groups or other organisations   1   2   3   4   5   B20 ▢

15. He/she tries to keep the people under him in good standing with those in higher authority   1   2   3   4   5   B21 ▢

16. He/she asks for sacrifices from individuals for the good of the organization   1   2   3   4   5   B22 ▢

17. He/she is easy to understand	1	2	3	4	5	B23
18. He/she consults with the persons' concern before he/she changes the duties of people	1	2	3	4	5	B24
19. He/she would not let others do the way they think best	1	2	3	4	5	B25
20. He/she backs up the people under him/her in their actions	1	2	3	4	5	B26
21. He/she asks group under him/her to get more out of their group	1	2	3	4	5	B27
22 He/she puts suggestions made by people under him/her into operation	1	2	3	4	5	B28
23. He/she asks people under him/her for greater effort	1	2	3	4	5	B29
24. He/she assigns people under him/her to particular tasks	1	2	3	4	5	B30
25. He/she emphasises the quality of work	1	2	3	4	5	B31
26. He/she treats everyone under him/her as his/her equal	1	2	3	4	5	B32
27. He/she is quick to accept new ideas	1	2	3	4	5	B33
28. He/she treats people under him/her without considerating their feelings	1	2	3	4	5	B34
29. He/she is willing to make changes	1	2	3	4	5	B35
30. He/she stresses the importance of high morale among those under him/her	1	2	3	4	5	B36
31. He/she insists that people follow standard ways of doing things in every detail	1	2	3	4	5	B37
32. He/she insists that he/she be informed on decisions made by people under him/her	1	2	3	4	5	B38
33. He/she encourages those under him/her to work in excess of normal hours	1	2	3	4	5	B39
34. He/she accepts suggestions for change	1	2	3	4	5	B40

35. He/she gets the approval of the people under him/her on important matters before going ahead	1	2	3	4	5	B41 [ ]
36. He/she does not wait for people under him/her to push new ideas. (He/she initiates)	1	2	3	4	5	B42 [ ]
37. He/she tries out his/her new ideas	1	2	3	4	5	B43 [ ]
38. He/she sees that people are rewarded for a job well done	1	2	3	4	5	B44 [ ]
39. He/she is friendly and can be easily approached	1	2	3	4	5	B45 [ ]
40. He/she criticises a specific act rather than a particular individual	1	2	3	4	5	B46 [ ]

Section C: Organisational Commitment
Please circle the appropriate response

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

FOR RESEARCHER ONLY

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful

   1   2   3   4   5   6   7   B47

2. I talk up this organization to my friends as a great place to work for

   1   2   3   4   5   6   7   B48

3. I feel very loyal to this organisation

   1   2   3   4   5   6   7   B49

4. I would not accept any type of job assignment in order to keep working for this organisation

   1   2   3   4   5   6   7   B50

5. I find that my value and the organisation's values are very similar

   1   2   3   4   5   6   7   B51

6. I am proud to tell others that I am part of this organisation

   1   2   3   4   5   6   7   B52

7. I could just as well be working for a different organisation as long as the type of work was similar

   1   2   3   4   5   6   7   B53

8. This organisation really inspires the very best in me in the way of job performance

   1   2   3   4   5   6   7   B54

9. It would take a great change in my present circumstances to cause me to leave this organisation

   1   2   3   4   5   6   7   B55

10. I am extremely glad to choose this organisation to work for, over others I was considering at the time I joined

   1   2   3   4   5   6   7   B56

11. There is much to be gained by sticking with this organisation indefinitely

   1   2   3   4   5   6   7   B57

12. Often, I find it easy to agree with this organisation's policies on important matters relating to its employees

   1   2   3   4   5   6   7

B58 [ ]

13. I really care about the fate of this organisation

   1   2   3   4   5   6   7

B59 [ ]

14. For me, this is the best of all possible organisation for which to work

   1   2   3   4   5   6   7

B60 [ ]

15. Deciding to work for this organisation was not a mistake on my part

   1   2   3   4   5   6   7

B61 [ ]

"We sincerely appreciate your time and cooperation. Please check the questionnaire to make sure that you have not skipped any questions"

APPENDIX B

REPONDENTS PROFILE

Frequencies

Statistics

		Gender	Age	Race	Position	Department	How long have you work at your department?
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0

Frequency Table

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	59	59.0	59.0	59.0
	Chinese	4	4.0	4.0	63.0
	India	2	2.0	2.0	65.0
	Iban	8	8.0	8.0	73.0
	Melanau	10	10.0	10.0	83.0
	Others	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor	24	24.0	24.0	24.0
	Clerical	46	46.0	46.0	70.0
	Technician	4	4.0	4.0	74.0
	Others	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dewan Bandaraya Kuching Utara	50	50.0	50.0	50.0
	Jabatan Akauntan Negara	24	24.0	24.0	74.0
	Kementerian Pembangunan Perindustrian	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

How long have you work at your department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2 years	10	10.0	10.0	10.0
	3-5 years	24	24.0	24.0	34.0
	6-10 years	12	12.0	12.0	46.0
	11-15 years	31	31.0	31.0	77.0
	16-20 years	17	17.0	17.0	94.0
	More than 20 years	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Means

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Age * Gender	100	100.0%	0	.0%	100	100.0%

Age

Gender	Mean	Std. Deviation	N
male	38.1282	7.40974	39
Female	34.1803	6.85689	61
Total	35.7200	7.30169	100

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FINDINGS

OBJECTIVE 1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Task	100	2.36	4.05	3.4005	.39540
Consideration	100	2.39	4.61	3.4322	.47723
Valid N (listwise)	100				

OBJECTIVE 2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OC	100	3.47	6.20	4.8473	.71923
Valid N (listwise)	100				

OBJECTIVE 3

Correlations

		LS	OC
LS	Pearson Correlation	1	.341(**)
	Sig. (1-tailed)	.	.000
	N	100	100
OC	Pearson Correlation	.341(**)	1
	Sig. (1-tailed)	.000	.
	N	100	100

** Correlation is significant at the 0.01 level (1-tailed).

OBJECTIVE 4

Descriptives

LS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Local Government	50	3.4355	.39828	.05632	3.3223	3.5487	2.68	4.05
Federal	24	3.5188	.51374	.10487	3.3018	3.7357	2.38	4.30
State	26	3.2788	.27944	.05480	3.1660	3.3917	2.85	3.73
Total	100	3.4148	.40895	.04089	3.3336	3.4959	2.38	4.30

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Test of Homogeneity of Variances

LS

Levene Statistic	df1	df2	Sig.
2.991	2	97	.055

ANOVA

LS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1172.727	2	586.363	2.288	.107
Within Groups	24854.018	97	256.227		
Total	26026.745	99			

Multiple Comparisons

Dependent Variable: LS
Tukey HSD

(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Dewan Bandaraya Kuching Utara	Jabatan Akauntan Negara	-3.81114	3.97500	.605	-13.2725	5.6503
	Kementerian Pembangunan Perindustrian	5.74325	3.87033	.303	-3.4690	14.9555
Jabatan Akauntan Negara	Dewan Bandaraya Kuching Utara	3.81114	3.97500	.605	-5.6503	13.2725
	Kementerian Pembangunan Perindustrian	9.55438	4.53112	.093	-1.2307	20.3394
Kementerian Pembangunan Perindustrian	Dewan Bandaraya Kuching Utara	-5.74325	3.87033	.303	-14.9555	3.4690
	Jabatan Akauntan Negara	-9.55438	4.53112	.093	-20.3394	1.2307

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LS

Tukey HSD

Department	N	Subset for alpha = .05
		1
Kementerian Pembangunan Perindustrian	26	124.6426
Dewan Bandaraya Kuching Utara	50	130.3858
Jabatan Akauntan Negara	24	134.1970
Sig.		.059

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 29.962.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

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