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**PERCEIVED LEADERSHIP STYLE AND ORGANIZATIONAL
COMMITMENT IN UNIVERSITI MALAYSIA SARAWAK (UNIMAS)**

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Abstract

The aim of this study is to examine the effect of new leadership styles which are transformational and transactional leadership on the organizational commitment. The data collection of this study was based on higher education institution particularly the academic staff in public university in Kota Samarahan namely Universiti Malaysia Sarawak (UNIMAS). The finding of this study showed there is a positive relationship between both transformational and transactional leadership and organizational commitment. But there is no difference in organizational commitment between male and female academic staff and their level of organizational commitment does not been influenced by their length of service in the organization. This study found out that leadership can contribute to enhance the organizational commitment primary in higher education institution context.

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CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter provides a review of the literature on leadership style such as transformational and transactional leadership and their association towards organizational commitment such as affective, continuance and normative commitment. Section 2.1 explains on leadership concept which further describes Section 2.1.1 on definition of leadership and Section 2.1.2 on a “manager” versus a “leader”. Section 2.2 justifies the Full Range Leadership Theory which in detailed Section 2.2.1 discusses transformational leadership and Section 2.2.2 discusses transactional leadership. On the other hand, Section 2.3 explains about organizational commitment. Under Section 2.3.1 briefs on affective commitment, Section 2.3.2 briefs on continuance commitment and Section 2.3.3 briefs on normative commitment. Section 2.4 clarifies on leadership style and organizational commitment whereas Section 2.5 reviews on demographic factors which include 2.5.1 gender and organizational commitment also 2.5.2 organizational tenure and organizational commitment. Section 2.6 provides the conceptual framework and the hypotheses of the study.

2.1 Leadership Concept

Most organizations no longer see employees as a resource whose primary function is to provide goods and services, but rather are seen as critical to their capability of providing quality services (Farzad, 2006). This shift

CHAPTER 3

RESEARCH METHOD

3.0 Introduction

In this chapter, the research methodology explained about how well the study will be carried out. Section 3.1 confers on research design. Section 3.2 explains on unit of analysis and Section 3.3 discusses the sample size. Section 3.4 clarifies on the sampling technique. On the other hand, Section 3.5 provides on measurement, Section 3.6 on data collection which emphasizes 3.6.1 on questionnaire and also 3.7 provides data analysis which relates to this research.

3.1 Research Design

Research design is a framework that was adopted to conduct a study with to deal with factors that may interfere with the validity of the findings (Burns & Grove, 2003). It relates to the internal and external validity of overall approach to the study. Internal validity of this study is the cause and effect chain between transactional and transformational leadership styles and the organizational commitment listed as affective, continuance and normative commitments. The external validity whereas relates to the assumptions of the findings. The nature of this study is quantitative research by using primary data. For the purpose of this study, the research will be a cross-sectional sample survey. It is one-time survey of the respondents which immediately gives the needed key elements of this study approached via questionnaire.

3.2 Unit of Analysis