

THE INFLUENCE OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENT

PREM ANANTHI BALA SUBRAMANIAM

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

COLLEGE OF BUSINESS

2011



KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

PREM ANANTHI D/O BALA SUBRAMANIAM (802424)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

THE INFLUENCE OF LEADERSHIP STYLES ON
ORGANIZATIONAL COMMITMENT

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **DR. NORSIAH BT MAT**
(Name of Supervisor)

Tandatangan :
(Signature)

Tanikh : **21 FEBRUARY 2011**
(Date)

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date: 21st February 2011

Student Signature: _____

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Assistant Vice Chancellor of the College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean
Othman Yeop Abdullah Graduate School of Business
College of Business
Universiti Utara Malaysia (UUM)
06010 Sintok
Kedah Darul Aman

ABSTRACT

The objective of this study is to examine the influence of autocratic, transformational and servant leadership on organization commitment in XYZ Corporation. This study was conducted due to decreasing trend in organization commitment among the technological platform group of employees working in XYZ Corporation. A quantitative methodology was used and samples were taken from technological platform group of employees working in XYZ Corporation located in Penang. Data were collected from 101 employees by using simple random sampling. The data was analyzed using SPSS 12. The study indicates that there is a significant relationship between autocratic leadership and organization commitment. However, transformational leadership and servant leadership doesn't have a significant influence to organization commitment.

ABSTRAK

Objektif kajian ini ialah untuk mengkaji pengaruh kepimpinan kakitangan, autokratik dan transformasi pada komitmen organisasi dalam XYZ Corporation. Kajian ini dijalankan disebabkan penurunan aliran dalam komitmen organisasi antara pekerja-pekerja platform teknologi di XYZ Corporation. Kaedah kuantitatif telah digunakan dan soal selidik telah diedarkan kepada kumpulan pekerja-pekerja platform teknologi di XYZ Corporation, Pulau Pinang. Data dikutip dari 101 pekerja dengan menggunakan pensampelan rawak ringkas. Data telah dianalisis menggunakan SPSS 12. Kajian menunjukkan yang terdapat satu perhubungan yang signifikan antara kepimpinan autokratik dan komitmen organisasi. Bagaimanapun, kepimpinan transformasi dan kakitangan tidak mempunyai pengaruh penting untuk komitmen organisasi.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to all the University Utara Malaysia's lecturers who were involved in my master degree's program. All the useful knowledge and information from them have enhanced my knowledge in the subject matter of Human Resource Management. My special appreciation extends to my Supervisor, Dr. Norsiah Mat, for her willingness to supervise my project paper. She also provided tremendous support, encouragement, motivation and guidance along the way which helps me to complete this project paper.

My sincere appreciation is also addressed to Intel HR Malaysia, who sponsors the Master Program. Many thanks to my management team, colleagues, classmates and friends, for giving me all kind of support, motivation and inspiration for the past two years. All of you have made my two years of study the most amazing experiences in my life.

Last but not least, I would like to express my thankfulness to my family especially my mother for giving extraordinary support at home that helped me to finish the master program without fail. My special gratitude is extended to my friends who gave me the strength and thoughtfulness in everything that I do.

DISCLAIMER	II
PERMISSION TO USE	III
ABSTRACT	IV
ABSTRAK	V
ACKNOWLEDGEMENT	VI
CHAPTER 1	1
INTRODUCTION	1
1.0 INTRODUCTION	1
1.2 RESEARCH PROBLEM	4
1.3 STATEMENT OF THE PROBLEM	8
1.4 RESEARCH OBJECTIVES	9
1.5 RESEARCH QUESTIONS	9
1.6 SIGNIFICANCE OF THE STUDY	10
1.7 DEFINITION OF KEY TERMS	10
1.8 ORGANIZATION OF THE CHAPTERS	11
CHAPTER 2	13
LITERATURE REVIEW	13
2.0 INTRODUCTION	13
2.1 REVIEW OF RELATED LITERATURE	13
<i>2.1.1 Organizational Commitment</i>	<i>14</i>
<i>2.1.2 The Importance of Organizational Commitment</i>	<i>15</i>
<i>2.1.3 Leadership Defined</i>	<i>16</i>
<i>2.1.4 Influence of leadership on organization commitment</i>	<i>17</i>
<i>2.1.5 Autocratic Leadership and Organizational Commitment</i>	<i>18</i>
<i>2.1.6 Transformational leadership and organizational commitment</i>	<i>19</i>
<i>2.1.7 Servant Leadership and Organizational Commitment</i>	<i>21</i>
<i>2.1.8 Difference between transformational and servant leadership</i>	<i>24</i>
2.2 RESEARCH FRAMEWORK	27
2.3 DEFINITION OF VARIABLES	28
<i>2.3.1 Conceptual Definition</i>	<i>28</i>
<i>2.3.2 Operational Definition</i>	<i>29</i>
2.4 HYPOTHESES	33
CHAPTER 3	34
METHODOLOGY	34
3.0 INTRODUCTION	34
3.1 RESEARCH DESIGN	34
<i>3.1.1 Type of Study</i>	<i>34</i>

3.1.2 Sources of Data	35
3.1.3 Unit of Analysis	35
3.1.4 Population Frame.....	35
3.1.5 Sample & Sampling Technique.....	35
3.2 MEASUREMENT	36
3.2.1 Validation of Instruments	38
3.3 DATA COLLECTION AND ADMINISTRATION	38
3.4 DATA ANALYSIS TECHNIQUES.....	39
CHAPTER 4	40
FINDINGS	40
4.0 INTRODUCTION	40
4.1 OVERVIEW OF DATA COLLECTED	41
4.2 PROFILE OF RESPONDENTS	41
4.3 GOODNESS OF MEASURE.....	43
4.3.1 Reliability Test	43
4.4 DESCRIPTIVE ANALYSIS	44
4.4.1 Major Variables	44
4.5 MAJOR FINDINGS	45
4.5.1 Pearson Correlation Coefficient	45
4.5.2 Multiple Regressions	48
4.6 FINDING SUMMARY	50
4.7 CONCLUSION	51
CHAPTER 5	52
DISCUSSION, RECOMMEDATION AND CONCLUSION.....	52
5.0 INTRODUCTION	52
5.1 DISCUSSION OF FINDINGS.....	52
5.2 LIMITATION OF RESEARCH.....	55
5.3 RECOMMENDATION FOR FUTURE RESEARCH	56
5.4 CONCLUSION	57
APPENDIX 1: SURVEY QUESTIONNAIRES	73
APPENDIX 2: SPSS OUTPUTS - FREQUENCIES	78
APPENDIX 3: SPSS OUTPUTS - RELIABILITY TEST – SERVANT LEADERSHIP.....	80
APPENDIX 4: SPSS OUTPUTS - RELIABILITY TEST – AUTOCRATIC LEADERSHIP	81
APPENDIX 5: SPSS OUTPUTS - RELIABILITY TEST – TRANSFORMATIONAL LEADERSHIP.....	82
APPENDIX 6: SPSS OUTPUTS - RELIABILITY TEST – ORGANIZATIONAL COMMITMENT	83
APPENDIX 7: SPSS OUTPUTS – DESCRIPTIVE ANALYSIS	84
APPENDIX 8: SPSS OUTPUTS – CORRELATIONS ANALYSIS	84

APPENDIX 9: SPSS OUTPUTS – REGRESSION ANALYSIS..... 85

LISTS OF TABLES	PAGES
Table 2.1: Comparing Servant Leadership and Transformational Leadership	25-26
Table 2.2: Operational Definition	28-32
Table 3.1: Measurement Items	36-37
Table 4.1: Responses Rate	40
Table 4.2: Respondents Profile	41
Table 4.3: Reliability Analysis	42-43
Table 4.4: Descriptive Statistics of the Dependent and Independent Variables	43
Table 4.5: Inter correlations of the Major Variables	45
Table 4.6: Results of Regression Analysis	48
Table 4.7: Summary of Findings	49

LISTS OF FIGURES

PAGES

Figure 2.1: Research Framework

27

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Organizational commitment is an important job outcome because of its demonstrated influence on positive work related attitudes and behaviors, for example high performance, organizational citizenship behavior and low turnovers. As employees take responsibility for what they do, they become committed to their acts and develop positive attitudes to justify behavior commitment (Gregerson & Black, 1992).

Prakash (2001) argues that strong relationship among leaders and subordinates will create committed workforce that will drive the organization towards success and will reduce the cost of training resulted from frequent turnovers. Prior research suggests that work experiences, personal and organizational factors serve as antecedents to organizational commitment (Allen & Meyer, 1990; Eby, Freeman, Rush, & Lance, 1999; Meyer & Allen, 1997). One such personal and organizational factor that is considered a key determinant of organizational commitment is leadership (Mowday, Porter & Steers, 1982). The study of leadership has been an important and central part of the literature on management and organization behavior for several decades. Indeed, “no other role in organizations has received more interest than that of the leader” (Schwandt & Marquardt, 2000).

The contents of
the thesis is for
internal user
only

REFERENCE

- Agarwal, S., DeCarlo, T. E., & Vyas, S. B. (1999). Leadership behavior and organizational commitment: A comparative study of American and Indian salespersons. *Journal of International Business Studies*, 30 (4), 727.
- Alban-Metcalfe, R. J., & Alimo-Metcalfe, B. (2000). The transformational leadership questionnaire (TLQ-LGV): A convergent and discriminant validation study. *Journal of Leadership and Development*, 26 (6), 280-296.
- Alley, W., & Gould, R.B. (1975). Feasibility of estimating personnel turnover from survey data: A longitudinal Study. Air Force Human Resource Laboratory, Brooke Air Force Base, Texas.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N., & Meyer, J. (1996). Affective, continuance and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.
- Angle, H. & Perry, J. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26, 1-14.
- Arnold, K. A., Barling, K., & Kelloway, E. K. (2001). Transformational leadership or the iron cage: Which predicts trust, commitment and team efficacy? *Journal of Leadership Organizational Development*, 22, 315-320.
- Aryee, S., Wyatt, T., Ma Kheng Min. (1991). Antecedents of organizational commitment and turnover intentions among professional accountants in different employment settings in Singapore. *Journal of Social Psychology*, 131 (4), 545 – 556.
- Ashforth, B. E. (1997). Petty tyranny in organizations: A preliminary examination of antecedents and consequences. *Canadian Journal of Administrative Sciences*, 14, 126-140.

- Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Thousand Oaks, CA: Sage.
- Bass, B.M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B.M. (2000). The future of leadership in learning organizations. *Journal of Leadership Studies*, 7 (3), 18-40.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Barbuto, J., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Journal of Group and Organization Management*, 31 (3), 300-326.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27, 95-112.
- Beazley, D. A. (2002). *Spiritual orientation of a leader and perceived servant leader behavior: A correlation study*. Doctoral Dissertation. City, ST: Walden University.
- Beazley, H., & Beggs, J. (2002). Teaching servant leadership. In Spears, L.C., Lawrence, M. (Eds.). *Focus on leadership: Servant leadership for the 21st century* (pp. 53-63). New York: John Wiley & Sons.
- Becker, T. (1992). Foci and bases of commitment: "Are they decisions worth making?" *Academy of Management Journal*, 35, 232-244.
- Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross-sequential examination of change with tenure. *Journal of Vocational Behavior*, 56, 114-36.

- Bennet, H., & Durkin, M. (2000). The effects of organizational change on employee psychological attachment: An exploratory study. *Journal of Management Psychology, 15*, 126-147.
- Birkenmeier, B., Carson, P. P., & Carson, K. D. (2003). The father of Europe: An analysis of the supranational servant leadership of Jean Monnet. *International Journal of Organization Theory and Behavior, 5* (3), 374-400.
- Bishop, J. W., & Scott, K. D. (2000). An examination of organizational and team commitment in a self-directed team environment. *Journal of Applied Psychology, 85*, 439-50.
- Blanchard, K. (2002). Foreword: The heart of servant-leadership. In L. C. Spears & M. Lawrence (Eds.), *Focus on leadership: Servant leadership for the twenty-first century* (pp. 7-16). New York: John Wiley & Sons, Inc.
- Blickle, G. (2003). Convergence of agents' and targets' reports on intraorganizational influence attempts. *Journal of Psychology, 19*, 40-53.
- Blyth, D. (1987). *Leader and subordinate expertise as moderators of the relationship between directive leader behavior and performance*. Doctoral Dissertation. Seattle, Washington: University of Washington.
- Bono, J., & Judge, T. (2003). Self-concordance at work: toward understanding the motivational effects of transformational leadership. *Academy of Management Journal, 46*, 554-571.
- Burns, J.M. (1978). *Leadership*. New York: Harper & Row Publishers.
- Bycio, P., Hackett, R., & Allen, J. (1995). Further assessment's of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of Applied Psychology, 80*, 468-478.
- Cammalleri, J., Hendrick, H., Pittman, W., Blout, H., & Prather, D. (1973). Effects of different leadership styles on group accuracy. *Journal of Applied Psychology, 57*, 32-37.

Chapman, A. (2001). Douglas McGregor's X-Y Theory. [online].

http://www.businessballs.com/freepdfmaterials/X-Y_Theory_Questionnaire_2pages.pdf

[22 Feb 2010]

Chieffo, A. N. (1991). Factors contributing to job satisfaction and organizational commitment of community college leadership teams. *Journal of Community College Review*, 19 (2), 15-25.

Collins, J. C. (2001). *Good to great: Why some companies make the leap and others don't*. New York: Harper Collins Publishers.

Covey, S. R. (2002). Servant-leadership and community leadership in the twenty-first century. In L. C. Spears & M. Lawrence (Eds.), *Focus on leadership: servant leadership for the 21st century* (pp. 27-33). New York: John Wiley & Sons.

Dale, J. & Fox, M. (2008). Leadership Style and Organizational Commitment: Mediating Effect of Role Stress. *Journal o Managerial Issues*, 20 (1), 109-130.

DePree, M. (1995). Foreword. In L. C. Spears (Ed.), *Reflections on leadership: how Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers*. New York: John Wiley & Sons, Inc.

Drucker PF (1999). The shape of things to come. In F. Hesselbein and P. Cohen (Eds.). *Leader to leader: Enduring insights on leadership from the Drucker Foundation's award-winning* (pp. 109-120). San Francisco, CA: Jossey-Bass.

Drury, S. (2004). *Employee Perceptions of Servant Leadership: Comparisons by Level and with Job Satisfaction and Organizational Commitment*. Doctoral Dissertation. Regent University.

Dumdum, U. R., Lowe, K. B., & Avolio, B. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio, & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (pp. 35–66). Oxford, U.K.: Elsevier Science.

Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management*, *45*, 735-744.

Eby, L. T., Freeman, D. M., Rush, M. C. & Lance, C. E. (1999). The motivational bases of affective organizational commitment. *Journal of Occupational and Organizational Psychology*, *72* (4), 463-83.

Ehrhart, M. G., & Bargagliotti, H. (2004, April). Predicting follower reactions to leaders: Self concept, ILT, and situational characteristics. Poster presented at the 19th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Farling, M. L., Stone, A. G., & Winston, B. E. (1999). Servant leadership: Setting the state for empirical research. *Journal of Leadership Studies*, *49*.

Fiedler, F., & Garcia, J. (1987). *New approaches to effective leadership: Cognitive resources and organizational performance*. New York: Wiley.

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (4th ed.). Boston: Allyn & Bacon.

Gilsson, C. & Durick, M. (1988). Predictors of job satisfaction and organization commitment in human service organizations. *Administrative Science Quarterly*, 33 (1), 61-81.

Graham, J.W. (1991). Servant-leadership in organizations: Inspirational and moral. *Leadership Quarterly*, 2 (2), 105-119.

Greenleaf, R. K. (1970). *The servant as leader*. Indianapolis, ST: The Robert K. Greenleaf Center.

Gregerson, H., & Black, S. (1992). Antecedents of commitment to the parent company and commitment to the local operation for American personnel on international assignment. *Journal of Academy of Management*, 35, 1-26.

Hampton, R., Dubinsky, A.J., & Skinner, S.J. (1986). A model of sales supervisor leadership behavior and retail salespeople's job-related outcomes. *Journal of Academy of Marketing Science*, 14 (3), 33-43.

Hayward, Q., Goss, M., & Tolmay, R. (2004). The relationship between transformational and transactional leadership and employee commitment. *Business Report*. Grahamstown: Rhodes University.

HE Shukui & YU Xiaomin. (2001). The Impact of Transformational Leadership on Organizational Citizenship Behavior and Organizational Commitment: A meta analytical Explanation. *Journal of Management*, 378 – 385.

- Hunt, J. G., & Liesbscher, V. K. C. (1973). Leadership preference, leadership behavior and employee satisfaction. *Journal of Organizational Behavior and Human Performance*, 9, 59-77.
- Iverson, R. D., & Buttigieg, D. N. (1998). *Affective, Normative and Continuance Commitment: Can the 'Right Kind' of commitment be managed?* Doctoral Dissertation. Department of Management: University of Melbourne.
- Jaworski, J. (1996). *Synchronicity*. San Francisco, CA: Berrett-Koehler.
- Jermier, J. M., & Berkes, L. J. (1979). Leader behavior in a police command bureaucracy: a closer look at the quasi-military model. *Administrative Science Quarterly*, 24, 1-23.
- Johnson, C. E. (2001). *Meeting the ethical challenges of leadership*. Thousand Oaks, CA: Sage.
- Kacmar, K. M., Carlson, D. S., & Brymer, R. A. (1999). Antecedents and consequences of organizational commitment: A comparison of two scales. *Journal of Educational and Psychological Measurement*, 59 (6), 976-995.
- Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: empowerment and dependency. *Journal of Applied Psychology*, 2, 246-255.
- Kelley, R. E. (1992). *The power of followership: How to create leaders people want to follow and followers who lead themselves*. New York: Currency Doubleday.
- Kim, K., Dansereau, F., & Kim, I. (2002). Extending the concept of charismatic leadership: An illustration using Bass's (1990) categories. In Avolio, B.J.,

Yammarino, F.J. (Eds.). (2002). *Transformational and charismatic leadership: The road ahead* (pp.143-172). Amsterdam: JAI- Elsevier Science.

Koch, J. L., & Steers, R. M. (1976). Job attachment, satisfaction, and turnover among public employees. Doctoral Dissertation. Eugene: University of Oregon.

Koh, W. L., Steers, R. M., & Terborg, J. R. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore. *Journal of Organizational Behavior*, 16, 319–333.

Kouzes, J. M., & Posner, B. Z. (1997). *Leadership Practices Inventory (LPI)*. San Francisco, CA: Jossey-Bass.

Kraut, A.I. (1970). *The Prediction of Employee Turnover by Employee Attitudes*. American Psychological Association: Boston, M.A.

Kuokkanen, L., & Katajisto, J. (2003). Promoting or impeding empowerment?: Nurses' assessments of their work environment. *Journal of Nursing Administration*, 33 (4), 209-215.

Lankau, M. J., & Chung, B. G. (1998). Mentoring for line-level employees. *Cornell Hotel & Restaurant Administration Quarterly*, 39 (6), 14-20.

Laub, J. A. (1998). *Center for Life Calling and Leadership*. Doctoral Dissertation. Indiana: Wesleyan University.

Laub, J. (1999). Assessing the servant organization: Development of the servant organizational leadership (SOLA) instrument. *Dissertation Abstracts International*, 60 (2), 308.

- Lee, J. (2004). Effects of leadership and leader-member exchange on commitment. *Journal of Leadership Organizational Development, 26*, 655-672.
- Ley, C. J. (1996). Creating a college capstone course based on reflective human action. *Kappa Omicron Nu Forum, 9* (1), 43-51.
- Liu, Anita M. M., Chiu, M. M., & Fellows, R. (2007). Enhancing commitment through work empowerment. *Journal of engineering, construction and architectural management, 14* (6).
- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology, 16* (8), 594-613.
- Loke, J. C. F. (2001). Leadership behaviors: Effects on job satisfaction, productivity and organizational commitment. *Journal of Nursing Management, 9* (4), 191-205.
- Lord, R. G., Brown, D. J., & Feiberg, S. J. (1999). Understanding the dynamics of leadership: the role of follower self-concepts in the leader/followership. *Organizational Behavior and Human Decision Processes, 78*, 167– 203.
- Loui, K. (1995). Understanding employee commitment in the public organization: A study of the juvenile detention center. *International Journal of Public Administration, 18* (8), 1269-1295.
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: a meta-analytical review of the literature. *Leadership Quarterly, 7*, 385–425.

- Mathieu, J., & Zajac, D. (1990). A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108 (2), 171-194.
- Maume, D. J. (2006). Gender differences in taking vacation time. *Journal of Work and Occupations*, 33 (2), 161-190.
- May-Chiun Lo, Ramayah & Hii Wei Min. (2009). Leadership styles and organizational commitment: a test on Malaysia manufacturing industry. *Journal of Marketing Management*, 6 (1), 133-139.
- McGregor, D. (1960). *The Human Side of the Enterprise*. New York: McGraw-Hill.
- Melrose, K. (1995). *Making the grass greener on your side: A CEO's journey to leading by serving*. San Fransisco: Berrett-Koehler.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace*. Thousand Oaks, CA: Sage Publications.
- Morris, J., & Sherman, J. (1981). Generalizability of an organizational commitment model. *Academy of Management Journal*, 24 (3), 512.
- Mowday, R. T. (1998). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review*, 4, 387-401.

- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982), *Employee organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Newman, J. E. (1974). Predicting absenteeism and turnover: a field comparison of Fishbein's model and tradition job attitude measures. *Journal of Applied Psychology, 59*, 610-615.
- Nijhof, W. J., De Jong M. J., & Beukhof, G. (1998). Employee commitment in changing organizations: an exploration. *Journal of Education Industrial Training, 22*, 243-248.
- Northouse, P. G. (2001). *Leadership: Theory and practice* (2nd ed.). Thousand Oaks, CA: Sage.
- Northouse, P. G. (2004). *Leadership: Theory and practice* (3rd ed.). Thousand Oaks, CA: Sage.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw- Hill.
- O'Reilly, C.A., & Roberts, K.H. (1978). Superior influence and subordinates' mobility aspiration as moderators of consideration and initiating structure. *Journal of Applied Psychology, 63*, 96-102.

- Pallant, J. (2001). *SPSS Survival Manual: a step by step guide on data analysis using SPSS*. Maryborough, Victoria: McPherson's Printing Group :
- Pelz, D. (1952). A key to effective leadership in development of satisfaction in work and retirement: The first line supervisor. *Journal of Personnel*, 29, 209.
- Prakash, D. (2001). Governance in co-operatives. Paper presented in Seminar of Corporate Governance in Co-operatives, New Delhi.
- Porter, L.W., Campon, W.J. & Smith, F.J. (1976). Organizational commitment and managerial turnover: A longitudinal study. *Organizational Behavior and Human Performance*, 15 (9), 87.
- Prickett, R. (1998). Firms complain of quality shortfall among students. *Journal of People Management*, 9, 10.
- Rai, S., & Sinha, A. K. (2000). Transformational leadership, organizational commitment and facilitating climate. *Journal of Psychological Studies*, 45 (1), 33-42.
- Rhodes, S. R., & Steers, R. M. (1981). Conventional vs. worker-owned organizations. *Human Relations*, 12, 1013–1035.
- Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87 (4), 698-714.
- Santos, J. R. A. (1999). Cronbach's Alpha: A Tool for Assessing the Reliability of Scales. *Journal of Extension*, 37 (2).

- Sarantinos, V. S. T., & Co, J. S. C. (2007). Flexibility in the workplace: what happens to commitment? *Journal of Business and Public Affairs*, 2 (1), 10.
- Sashkin, M., & Sashkin, M.G. (2003). *Leadership that matters: The critical factors for making a difference in people lives and organizations' success*. San Francisco: Berrett-Koehler.
- Savery, L. K. (1991). Perceived and preferred styles of leadership influence on employee job satisfaction. *Journal of Managerial Psychology*, 6 (1), 28-32.
- Savery, L. K. (1994). Attitudes to work: the influence of perceived style of leadership on a group of workers. *Leadership and Organization Development Journal*, 15 (4), 12-18.
- Scholl, R. (1981). Differentiating organization commitment from expectancy as a motivating force. *Academy of Management Review*, 6 (4), 589-599.
- Schwandt, D. R., & Marquardt, M. J. (2000). *Organizational learning: From world-class theories to global best practices*. New York: St. Lucie press.
- Sendjaya, S., & Sarros, C. J. (2002). Servant Leadership: Its Origin, Development, and application in organization. *Journal of leadership & organization studies*, 9 (2), 57-64.
- Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday.
- Senge, P. M. (1997). Creating learning communities. *Executive Excellence*, 14 (3), 17-18.

- Sekaran, U. (2006). *Research methods for business – a skill building approach* (4th. ed.). New Delhi: John Wiley & Sons Inc.
- Shackleton, V., Bass, B., & Allison, S. (1975). *PAXIT*. Scottsville, NY: Transnational Programs.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: a self-concept based theory. *Journal of Organization Science*, 4, 1-17.
- Shamir, B., Zakay, E., Breinin, E., & Popper, M. (1998). Correlates of charismatic leader behavior in military units: subordinates' attitudes, unit characteristics and superiors' appraisal of leader performance. *Academy of Management Journal*, 41, 387–409.
- Shore, L. M. & Shore, T.H. (1995). Perceived organizational support and organizational justice, in Cropanzano, R.S. and Kacmar, K.M. (Eds), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace* (pp.149-164). Westport, CT: Quorum.
- Simon, O. Autocratic Leadership: Does this ancient technique still works? [online]. <http://www.leadership-expert.co.uk/leadership-styles/> [5 Mar 2010]
- Smith, B. N., Montagno, R. V., & Kuzmenko, T. N. (2004). Transformational and servant leadership: Content and contextual comparisons. *Journal of Leadership & Organizational Studies*, 10 (4), 80-91.
- Stone, A. G., Russell, R. F., & Patterson, K. (2003). *Transformational versus servant leadership - A difference in leader focus*. Unpublished manuscript. Virginia Beach, VA: Regent University.
- Swanepoel, B., Erasmus, B., Van, W. M., & Scheck, H. (2000). *South African Human Resource Management: Theory and Practice*. Kenwyn: Juta.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43, 178-190.
- Tharenou, P. (1993). A test of reciprocal causality for absenteeism. *Journal of Organizational Behavior*, 14, 269-90.

- Turner, N., Barling, J., Epitropaki, O., Butcher, V., & Milner, C. (2002). Transformational leadership and moral reasoning. *Journal of Applied Psychology, 87* (2), 304-311.
- Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: transformational leadership, collectivist orientation, work-related attitudes, and withdrawal behaviors in three emerging economies. *International Journal of Human Resource Management, 14*, 1083–1101.
- Watson, G. W., & Papamarcos, S. D. (2002). Social capital and organizational commitment. *Journal of Business and Psychology, 16* (4), 537-52.
- Whetstone, J. (2002). Personalism and moral leadership: the servant leader with a transformational vision. *Business Ethics: a European Review, 11* (4), 385-392.
- Wilson, P. A. (1995). The effect of politics and power on the organization commitment of federal executives. *Journal of Management, 21* (1), 101-118.
- Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: a longitudinal investigation. *Leadership Quarterly, 4*, 81–102.
- Yousef, D.A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology, 15*, (1), 6-28.
- Yukl, G. (1998). *Leadership in organizations* (4th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Zeffane, R. (1994). Patterns of organization commitment and perceived management style: A comparison of public and private sector employees. *Journal of Human Relations, 47* (8), 997-1010.
- Zikmund, W. G. (2000). *Business Research Methods* (6th ed.). Harcourt College Publishers: Dryden Press.
- Ziller, R.C. (1957). Group size: A determinant of the quality and stability of group decisions. *Journal of Sociometry, 20*, 165-173.