

Artículo de investigación

Organizational culture, job satisfaction and leadership style influence on organizational commitment of employees in private higher education institutions (PHEI) in Malaysia

La cultura organizacional, la satisfacción laboral y el estilo de liderazgo influyen en el compromiso organizacional de los empleados en instituciones privadas de educación superior (PHEI) en Malasia
Cultura organizacional, satisfação no trabalho e estilo de liderança influenciam o comprometimento organizacional dos funcionários em instituições privadas de ensino superior (PHEI) na Malásia

Recibido: 2 de febrero de 2019. Aceptado: 25 de marzo de 2019

Written by:

Dr. Anantha Raj A. Arokiasamy

Email: anantharaj.arokiasamy@xmu.edu.my

Xiamen University Malaysia

School of Economics and Management

Jalan Sunsuria, Bandar Sunsuria,

43900 Sepang, Selangor,

Malaysia.

Prof. Dr. Huam Hon Tat

Email: huam@putrabs.edu.my

Putra Business School

43400 UPM Serdang, Selangor,

Malaysia.

Abstract

The study examined the extent to which organizational culture, job satisfaction and leadership style influences organizational commitment among academic employees in the PHEIs in Malaysia. Study participants were 750 employees (43% males, 57% females), age range 24 to 66 from ten higher educational institutions from Klang Valley area. Respondents completed measures of organizational culture, job satisfaction, leadership styles and organizational commitment. Data were descriptively summarized and with multiple regression analysis utilized to predict organizational commitment from job satisfaction, leadership style and organizational culture. The results revealed a positive significant relationship between organizational culture, leadership style, job satisfaction and organizational commitment. From the findings, it was observed that majority of the respondents agree among three discernible leadership styles, the transformational and the transactional leadership styles were positively correlated but surprisingly the laissez-faire leadership style did not meet the reliability coefficients scales needed for statistical analysis and subsequently removed from further analyses. The study also revealed that continuance commitment did not have any influence on the independent variables. Based on these findings, it

Resumen

El estudio examinó hasta qué punto la cultura organizacional, la satisfacción laboral y el estilo de liderazgo influyen en el compromiso organizacional en empleados de los PHEI en Malasia. Los participantes del estudio fueron 750 empleados (43% hombres, 57% mujeres), rango de edad 24 a 66 años, de diez instituciones de educación superior del área del valle de Klang. Los encuestados completaron medidas de cultura organizacional, satisfacción laboral, estilos de liderazgo y compromiso organizacional. Los datos se resumieron de manera descriptiva y se utilizó el análisis de regresión múltiple para predecir el compromiso organizacional a partir de la satisfacción laboral, el estilo de liderazgo y la cultura organizacional. Los resultados revelaron una relación positiva significativa entre la cultura organizacional, el estilo de liderazgo, la satisfacción laboral y el compromiso organizacional. De los hallazgos, se observó que la mayoría de los encuestados están de acuerdo entre tres estilos de liderazgo perceptibles, los estilos de liderazgo transformacional y transaccional se correlacionaron positivamente, pero sorprendentemente el estilo de liderazgo laissez-faire no cumplió con las escalas de coeficientes de confiabilidad necesarias para el análisis estadístico y posteriormente eliminado de otros

was recommended that productive and effective measures should be taken by the management of PHEIs to maintain and strengthen the employees' level of satisfaction and commitment and also devise compelling, productive, and effective policies that are promising to the employees' prosperity and organizational productivity.

Keywords: Organizational culture, organizational commitment, job satisfaction, leadership style.

análisis. El estudio también reveló que el compromiso de continuidad no tuvo ninguna influencia en las variables independientes. Sobre la base de estos hallazgos, se recomendó que la administración de los PHEI debe tomar medidas productivas y efectivas para mantener y fortalecer el nivel de satisfacción y compromiso de los empleados, y también para diseñar políticas convincentes, productivas y efectivas que sean prometedoras para los empleados y la productividad organizacional.

Palabras claves: cultura organizacional, compromiso organizacional, satisfacción laboral, estilo de liderazgo.

Resumo

O estudo examinou até que ponto a cultura organizacional, a satisfação no trabalho e o estilo de liderança influenciam o comprometimento organizacional dos funcionários da PHEI na Malásia. Os participantes do estudo foram 750 funcionários (43% homens, 57% mulheres), faixa etária de 24 a 66 anos, de dez instituições de ensino superior na área do Vale Klang. Os entrevistados completaram medidas de cultura organizacional, satisfação no trabalho, estilos de liderança e comprometimento organizacional. Os dados foram resumidos de forma descritiva e a análise de regressão múltipla foi utilizada para prever o comprometimento organizacional com base na satisfação no trabalho, estilo de liderança e cultura organizacional. Os resultados revelaram uma relação positiva significativa entre cultura organizacional, estilo de liderança, satisfação no trabalho e comprometimento organizacional. A partir dos resultados, observou-se que a maioria dos entrevistados concordam entre três estilos de liderança percebidos de liderança transformacional e transacional foram positivamente correlacionados, mas surpreendentemente estilo de liderança *laissez-faire* não atender às escalas coeficientes fiabilidade necessária para análise estatística e subsequentemente eliminada de outras análises. O estudo também revelou que o compromisso de continuidade não influenciou as variáveis independentes. Com base nestes resultados, foi recomendado que a administração de PHEI deve tomar produtivo e eficaz para manter e fortalecer o nível das medidas de satisfação e engajamento de funcionários, e também para formular políticas atraentes, produtivas e eficazes que são promissoras para funcionários e produtividade organizacional.

Palavras-chave: cultura organizacional, comprometimento organizacional, satisfação no trabalho, estilo de liderança.

JEL Classification: M10, M12, M19

1. Introduction

The aim of this study is to research employees' organizational commitment within the PHEIs in Malaysia. An immensely colossal part of commitment is how employees visually perceive the company and the differences what sets it apart from all the other possible employers. Having committed employees is crucial for a prosperous company. If the company utilizes a plethora of resources to find the correct persons for the job, it is astronomically paramount to be able to keep them in the long run. Commitment comes into play in this process. On the other hand, it is consequential to study commitment and recognize the factors affecting it because it

has potential to influence organizational commitment and employees' welfare (Huang et al., 2006).

When employees are engaged and committed to their jobs, they perform preponderant, are more productive, and are more inclined to go above and beyond their assigned roles. They are allegiant to their companies and less liable to leave for other jobs (Gaitling et al., 2016). Employee engagement can additionally be contagious, as it engenders a positive work environment for others. Companies that are not actively working to foster employee engagement and organizational commitment are missing out on many consequential benefits that affect their

bottom line, including magnetizing and retaining capable employees. Commitment in the workplace has been quite widely studied since 1950's (Cohen, 2011). On the other hand, like (Lok & Crawford, 2001) points out, there is quite rational reason behind that, since organizational commitment is connected to many things we consider consequential – work gratification, sickness cognate absences and inclination to transmute job, just to mention few. Despite the astronomical amount of studies and interest towards commitment, there is still dissension about what it is, how it develops and affects attitude (Huang et al., 2006).

Malaysian Higher Edification Institutions (HEIs) have played a paramount role in the development of the nation's workforce and the economy, concretely after 1996 where Private Higher Edification Institutions (PHEIs) were established along with the public owned tertiary institutions to provide more opportunities for Malaysians to pursue higher edification within the country (Ministry of Education, 2013). The development of the PHEIs in Malaysia looks emboldening in recent years. To date, there are 560 private colleges, 37 private universities, 20 university colleges and 7 overseas branch campuses and 20 public universities in Malaysia (Dirani, 2009). These PHEIs play a consequential role in economic development where they provide human resources development, high skills training, and the application and acquisition of incipient cognizance (Bashir & Long, 2015).

As students have variety of options in culling the inculcative institutions they optate to study nowadays, the determinants that enable PHEIs to magnetize and retain employees should be exhaustively studied. PHEIs, which intent to gain competitive edge in the future, may need to probe for efficacious and ingenious ways to magnetize, retain and foster more vigorous relationships with their employees. The turnover rate for academic and non-academic staff in PHEIs in Klang Valley, Malaysia is very high. Albeit there are no clear statistics to show the turnover rate among the employees in PHEIs, predicated on the job advertisements posted in the JobStreet.com and other media, it shows that vacancies for both academic and non-academic positions in PHEIs within Klang Valley are abundant. It is hard to gainsay the fact that academic employees are always on high demand as they have the expertise, erudition and skills required for any well-established PHEIs and public higher edification institutions. As a private organization, they have to depend on the interaction and mechanism of the market. This

gives them more employment opportunities and indirectly inspirits them to peregrinate from one institution to another, so long as their motivation needs are consummated. However, the high turnover rate for employees in PHEIs is withal a typical issue faced by the Human Resource Department. The administrative tasks in the higher inculcation institutions are so much different compared to the general administrative tasks in other industries. Finding a congruous candidate is not always facile, Human Resource Managers need time and budget allocation to probe for felicitous incumbents to fill up these positions. Once a congruous candidate is found, organizations need to insert effort to train and maintain them.

This study aimed to determine organizational culture, job satisfaction and leadership style influence on the commitment of employees in the PHEIs in Malaysia. The rest of the article is organized as follows. The next section presents the literature review, followed by the research methodology. Then, the findings of the study are presented with the discussion of these findings. The article concludes with implicative insinuations, limitations, and identification of potential lines for further research.

2. Literature Review

2.1 Organizational Commitment

Most research on organizational commitment has been carried out in business organizations, but variants of organizations, such as universities, have categorical features that distinguish them from others. As in the case of other non-profit organizations, faculty values and departments are concretely consequential for the functioning of the university. Morshidi et al. (2006) identified concrete features, such as goal ambiguity, highly contested goals, client-accommodating institutions, problematic technologies, high professionalism, fragmented professional staff and environmental susceptibility. A university's levels of fragmentation Morshidi et al. (2006) and intricacy Meyer et al. (2002) are the key characteristics for faculty commitment because the university as a focus for commitment may be quite arduous.)

The concept of "organizational commitment" is widespread in the organizational behaviour and management literature. In general, commitment to the organization is a psychological posture referring to an employee's desire to stay in the organization, to be a good worker, and to make

maximum efforts in the intrigues of the organization Meyer et al. (2002). However, commitment may have different bases. Allen and Meyer (1996) propose a three-component model of organizational commitment: (1) affective commitment, which refers to the employee's emotional affirming to, identification with and involution in the organization; (2) continuance commitment, which refers to a cognizance of the costs associated with leaving the organization; and (3) normative commitment, which refers to a feeling of obligation to perpetuate employment in the same organization. In other words, an employee with a vigorous affective commitment wants to stay in the organization, an employee with a vigorous continuance commitment needs to stay in the organization, and an employee with a vigorous normative commitment feels he or she ought to stay in the organization. This model has received empirical support in higher learning settings (Williams & Anderson, 1991).

2.2 Organizational Culture

According to Yiing (2008), organizational culture is a system of shared understanding's in one company or organization that is kept by the members of the organization that determine most of the way they act. Schein (2004) points out: "the culture of the organization in general is a philosophical verbal expression that can be utilized as a binding demand on the employees as it can be formulated formally in the vast instructions and regulations of the company". Thus, the organizational culture is a collective accidence within the members in one organization or company that facilitate the initiation of a broader acquiescent to their personal advantage. The virtue of the organizational culture is to control over and direct as well as shaping the postures and comportment of humans who involve themselves in the organization's activities. Individually and collectively, a person will not be disunited from the culture in the organization. Members in an organization will be influenced by a diversity of resources that subsist within the organization as a stimulus; thus, someone in the organization has a categorical deportment when compared with group organization or company.

Some of the comportments heavily influenced by culture are as follows: (1) involvement, according to Valencia et al. (2010) is a process of involving employees at all levels at the decision making and quandary solving process within the organization; (2) consistency, according to Messner (2013), consistency is an effort to

perpetuate and keep doing something until the final destination is reached; (3) adaptability, to be responsive towards external environment, internal customers (employees) and external customers by understanding the business demand environment into actions may give a chance to be resilient, growing, and expanding (Denison, 1990) and (4) mission, should be in accordance with the culture and requirements of the company and the essentials of the market. All this should foster employees' commitment to their jobs and nurture their morale, sense of harmony in the working lives of employees, and excellent working standards (Johnson & McIntye, 1998). The Denison's Model of Culture and Efficacy (Denison, 1990) presents the interrelations of an organisation's culture, its management practices, its performance and its efficacy. It highlights the paramountcy of linking management practices with underlying posits and notions when studying organisational culture and efficacy. The model posits that there are four key cultural traits: involvement, consistency, adaptability and mission.

2.3 Leadership Styles

Among determinants of job satisfaction, leadership is viewed as a paramount forecaster and plays a central role. Leadership is a management function, which is mostly directed towards people and gregarious interaction, as well as the process of influencing people so that they will achieve the goals of the organization (Northouse, 2007). Organizational victory in obtaining its goals and objectives depends on managers and their leadership style. By utilizing felicitous leadership styles, managers can affect employee job contentment, commitment and productivity. Leadership style can be viewed as a series of managerial postures, comportments, characteristics and skills predicated on individual and organizational values, leadership intrigues and reliability of employees in different situations (Mosadegh & Yarmohammadian, 2006). It is the capability of a leader to influence subordinates to performing at their highest competency. This factor captures the extent to which management reverences workers, operates with veracity and integrity, promotes efficiency, and has open lines of communication with employees (Randeree & Chaudhry, 2012).

In the past several decades, management experts have undergone a revolution in how they define leadership and their postures toward it. They have gone from a very classical autocratic approach to a very ingenious and participative approach. Conceptions about management and

leadership have transmuted considerably in recent years. People today are better-inculcated and more articulate. They can no longer be commanded in the same way as afore. There needs to be much more involution and participation at work (Tseng, 2010). There are several styles of leadership such as: autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, circumstantial, transactional, and transformational leadership (Mosadegh & Yarmohammadian, 2006). Not everyone accedes that a particular style of leadership will result in the most efficacious form of organizational comportment. Different styles were required for diverse circumstances and each leader needed to understand when to exhibit a particular approach. No one leadership style is ideal for every situation, since a leader may have cognizance and skills to act efficaciously in one situation but may not emerge as victorious in a different circumstance.

Transformational leadership refers to the process of building commitment to the organization's objectives and empowering adherents to accomplish these objectives. It is a style which can amend employees' followers and performance. Employees can act beyond their antecedent performance. This type of leadership refers to the leader moving the adherent beyond immediate self-intrigues (Yahya & Ebrahim, 2016). In this leadership style, leaders utilize their personal values, vision, commitment to a mission, and ardency to energize and move others towards accomplishment of organizational goals. Applying transformational leadership gives a set of capabilities to leaders to recognize the desideratum for change, to engender a vision to guide that change, and to carry out the vicissitude efficaciously (Yukl, 1971). This type of leadership increases erudition of employees about their work, makes subordinates conscious of the paramountcy of their jobs and performance to the organization and vigilant of their own desires for personal magnification, and incentivizes subordinates to work toward organizational efficacy (Yukl, 1971).

Conversely, leadership with transactional style involves contingent reward and management by exception (Behery, Paton & Hussain, 2012). Transactional leadership describes the relationship between managers and subordinates in terms of exchanges of economic, political, and psychological values. The relationship is an ad interim negotiation process in lieu of an enduring, purposeful one. The transactional leader rewards subordinates who meet concurred-upon performance standards (Koberg

& Chusmir, 1987). Yukl (1971) describes leaders who have transactional style as being fixated on elucidating roles and guiding subordinates to achieve pre-determined goals predicated on rewards. Indeed, leaders with transactional styles only offer employees circumscribed (if any) participation in decision-making or even none at all (Northouse, 2007). Managers utilizing transactional leadership might use emolument methods to enhance corporate performance, such as by rewarding subordinates who demonstrate high performance, reprimanding those exhibiting low performance, and coping with subordinates' comportments with invigorated and penalization mechanisms (Northouse, 2007). From the viewpoint of gregarious exchange theory (Acar, 2012) voluntary actions of individuals are incentivized by returns they receive from others. Thus, managers and subordinates transact commitments with each other through economic and compensatory rules and standards. Transactional leadership restricts the employees' development of innovative and ingenious skills and obstructs personal and organizational magnification.

Laissez-faire leadership is the avoidance or absence of leadership (Avolio et al., 2009). As Bass and Avolio (1994) noted: "the laissez-faire style is the avoidance or absence of the leadership and is, by definition, the most dormant – as well as the most ineffective according to virtually all research on the leadership style" (p.4). This type of managers gives up responsibility, and do not utilize their ascendancy. A laissez-faire manager exhibits passive apathy about the task and subordinates; for example, by ignoring quandaries as well as subordinates' needs. Laissez-faire is generally considered the most passive and ineffective form of leadership (Yukl, 1971). It can be concluded that laissez-faire is the non-leadership dimension of the transformational theory in which leaders will always eschew getting involved when consequential issues take place and shun making decisions Bass and Avolio (1994). This type of leaders inclines to withdraw from the leadership role and offer little in terms of either direction or support (Blanchard, 2007).

2.4 Job Satisfaction

Leadership style as a key factor affects subordinates job satisfaction which in turn is essential for success of each organization. Job satisfaction is one of the crucial outcomes of leadership (Bhaesajsangan, 2010). Research findings have endorsed significant effect of transformational leadership on subordinates' job

satisfaction (Dumdum et al., 2002). It has shown that job satisfaction has important effects on efficiency, productivity, employee relations, absenteeism, turnover, and organizational performance. It is a crucial factor that influences positive employee behaviour, when employees are satisfied with their job, they feel more responsible, accountable and committed to the organization (Allen & Griffith, 1999). They also have a tendency to remain within the organization longer. Job satisfaction is probably the most familiar indicator of attitude toward and an evaluation judgment about one's job (Buitendach & Rothmann, 2009). It positively affects employees' performance, commitment and reduces their absenteeism and turnover. This in turn leads to organizational effectiveness and goal achievement. High level of job satisfaction helps employees to overcome barriers and obstacles of organizational goal achievement.

Nowadays academic staffs have to work harder in order to satisfy the progressively increasing expectations (Lok & Crawford, 2001). Nevertheless, achieving the high quality performance and meeting expectations when it is possible leads to high level of job satisfaction. Thus, PHEIs academic staffs' job satisfaction is a significant issue that must be considered by the university administrators. Previous research findings showed that academic staff's job satisfaction contributes to organizational effectiveness (Morshidi et al., 2006); therefore, higher education administrators need to be aware of academic staff's level of job satisfaction. Since institutions of higher education can move forward only according to the attitudes, beliefs, and perceptions of their academics, more research is needed to understand academic staff's job satisfaction.

This study aimed to uncover the influence of organizational culture, job satisfaction and leadership styles on organizational commitment within the PHEIs in Malaysia. The question to guide the empirical research was: ¿What is the specific influences of organizational culture, job satisfaction and leadership style on

organizational commitment in the higher education industry setting?

3. Research Framework

The research framework in this study is built upon the literature review. It is therefore theorized that each variable in organizational culture, leadership style and job satisfaction has an influence on organizational commitment. Figure 1 below depicts the research framework of this study.

4. Research Hypotheses

Research findings were tested at the level of $p < 0.05$. The following are the research hypotheses:

H1: Involvement positively influence (H1a) affective commitment, (H1b) continuance commitment and (H1c) normative commitment.

H2: Consistency positively influence (H2a) affective commitment, (H2b) continuance commitment and (H2c) normative commitment.

H3: Adaptability positively influence (H3a) affective commitment, (H3b) continuance commitment and (H3c) normative commitment.

H4: Mission positively influence (H4a) affective commitment, (H4b) continuance commitment and (H4c) normative commitment.

H5: Transformational leadership positively influence (H5a) affective commitment, (H5b) continuance commitment and (H5c) normative commitment.

H6: Transactional leadership positively influence (H6a) affective commitment, (H6b) continuance commitment and (H6c) normative commitment.

H7: Job satisfaction positively influence (H7a) affective commitment, (H7b) continuance commitment and (H7c) normative commitment.

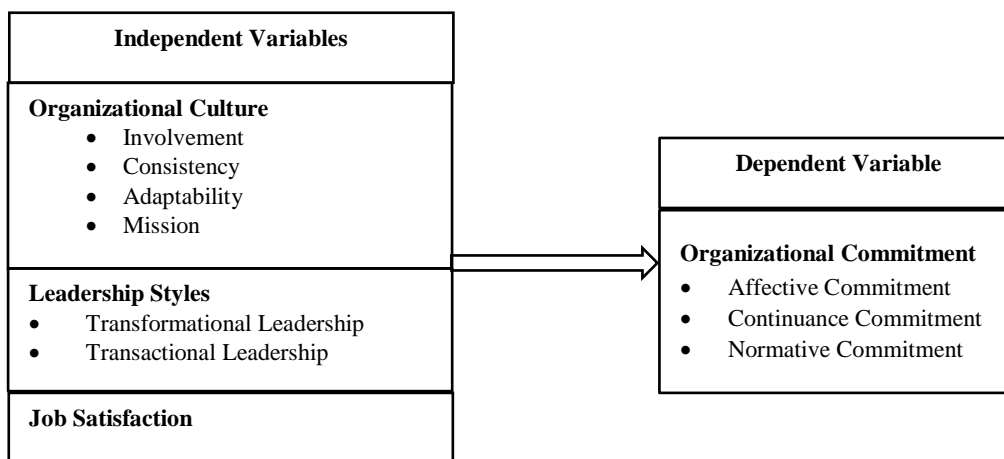


Figure 1: Research Framework

5. Sampling Methods

5.1 Respondents and setting

The data in this study was obtained from answers to a questionnaire administered to 900 people employed in the higher education institutions. The respondents were arbitrarily chosen from ten PHEIs in Klang Valley area, Malaysia. The academic employees who earned permanent status and employed full-time were included in the sample. A total of 900 survey questionnaires were personally distributed and some through social media and 750 completed survey questionnaires were received, giving a respondent rate of 83.3 percent. There were 150 incomplete questionnaires or 25 percent of the questionnaire were not completed hence dropped from the total questionnaires received. The

unutilizable questionnaires were those containing missing value or contain the same scale for all the questions. From the demographic data (see Table 1), the majority of respondents emanate from the age group of 41 – 50 years old, 383 out of the total 750 respondents. The data additionally showed that there are more female employees working in the PHEIs as compared to males. The majority of the respondents are married. Being in the academic industry, 42 percent of the respondents possess at least a Master's degree. Most of the respondents are academic staffs from Business and Law faculties (43%), followed by Other schools within the university settings (38%) and Education faculties (12%). As for the years of employment, most of the respondents have between 6 to 10 years (42%), 315 out of the 750 respondents.

Table 1: Demographic Profiles of the Respondents (N=750)

Description	Category	Frequency	Percentage
Gender	Male	323	43
	Female	428	57
Sub Total		750	100
Age	20-30 years old	120	16
	31-40 years old	143	19
	41-50 years old	383	51
	51-60 years old	68	9
	61 years and above	36	5
	Sub Total		750
Marital Status	Single	270	36
	Married	405	54
	Divorced	53	7
	Widow/widower	23	3
	Sub Total		750
Qualification	Certificate/Diploma	45	6

	Bachelor's degree	255	34
	Master's degree	315	42
	Doctorate degree	135	18
	Sub Total	750	100
Department/School	Social Sciences	23	3
	Engineering	30	4
	Education	90	12
	Business & Law	323	43
	Others	285	38
	Sub Total	750	100
Years of service	2 and below	75	10
	3-5 years	113	15
	6-10 years	315	42
	11-15 years	135	18
	16-20 years	53	7
	21-29 years	38	5
	More than 30 years	23	3
	Sub Total	750	100
Will you Recommend your friends to send in their job application to your Organization?	Definitely	143	19
	Probably	353	47
	Not sure	105	14
	Probably not	90	12
	Definitely not	60	8
	Sub Total	750	100

5.2 Measuring Instruments

The employees self-reported their demographics: gender, age, marital status, years of service, qualification and department they worked. They then completed the following measures:

5.3 Organizational Culture

Pepe (2010) asserts that the Denison Organisational Culture Model is the only model that places a vigorous accentuation on the strategic direction of the organisation. The Denison Organizational Culture Survey was developed from the model and thus measures the key aspects of culture identified in the model. Denison and Young (1999) state that the model not only fixates on the internal departments, but also describes interactions with the external environment. This is crucial in understanding demeanour towards the ever-transmuting external environment that the PHEIs industry is exposed to. The Denison Organizational Culture Survey comprises of 60 items with a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The research design was descriptive with the private universities in Malaysia as the unit of analysis. The Cronbach's alpha for scores from the Organizational Culture Survey reported in former studies range from 0.67 to 0.88 (Pepe, 2010).

5.4 Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (MSQ) is renowned research instrument utilized by the researchers all over the world for quantifying the employees' level of job satisfaction regarding intrinsic, extrinsic, and general facets. The MSQ (Buitendach & Rothmann, 2009) is a 20 item measure of the intrinsic and extrinsic contentment of employees in their job. It scores on a five-point scale (1= very dissatisfied to 5= very satisfied). Antecedent studies reported the Cronbach's alpha range from 0.84 to 0.91 for intrinsic contentment scores and 0.80 for extrinsic satisfaction scores (Buitendach & Rothmann, 2009). The original version of the MSQ is the standardized instrument having exceptional validity and reliability which is extensively utilized by the researchers ecumenically. These factors are: nature of work, top management, co-workers, supervision, promotion, pay, status, working conditions, training and development, job security, and working hours. The overall job satisfaction was determinate as an average value of the satisfaction of these factors. However, it was modified with deference to societal and cultural contexts of the population area. Ergo, a pilot study was conducted in 3 public universities to abstract the misapprehensions, misconceptions, and ambiguities in the modified MSQ. In this way, the researchers circulated the modified MSQ among 35 participants (25 males and 10 females) and their replications were recorded.

The final version of the modified MSQ was developed predicated on the experts' suggestions and was found valid and congruous for the current research study.

5.5 Multifactor Leadership Questionnaire

Multifactor Leadership Questionnaire (MLQ 5X-Short) (Meyer & Allen, 1997) is widely utilized for quantifying leadership styles (transformational, transactional and laissez-faire). Further, it was utilized in several empirical researches, categorically those concerned with the relationship between leadership styles and other factors. This scale consists of 45 items answered by the subordinates utilizing a five-point Likert scale. The scale points are 0= not at all, 1= once in a while, 2 = sometimes, 3 = fairly often and 4= frequently, if not always. The original version of this scale consists of three components; the first part describes the information of the respondents; the second part measures the three styles of leadership; the third part quantified leadership outcomes. For the purposes of the present study, the focus is on the second part that reflects three styles of leadership. Transformational leadership scale consists of 20 items grouped in 5 subscales (Intellectual Stimulation, Behavioural Idealized Influence, Attributed Idealized Influence, Inspirational Motivation and Individual Consideration). Transactional leadership scale consists of 12 items, categorized in 3 subscales (Contingent Reward, Passive Management-by-Exception, and Active Management-by-Exception); Laissez-faire leadership is one scale. Every subscale consists of 4 items. In the review of the literature, MLQ 5X-Short was found to be of a highly reliable scale. The reliability of MLQ 5X-Short in different studies were demonstrated even when it was translated into other languages. For instance, a recent applied study on a sample of 202 employees in a manpower service agency in the Southern United States, found that reliabilities were; (0.98) for transformational style, (0.89) for transactional, and (0.71) for laissez-faire.

5.6 Employee Commitment Survey

The Employee Commitment Survey (ECS) (Meyer et al., 1993) consists of 18 items which are rated on a seven-point Likert scale (1= strongly disagree to 7= strongly agree). The ECS measures three facets of commitment; namely continuance, affective and normative. Reliability scores from the ECS ranged from 0.75 to 0.87 (Hackett et al., 2001).

6. Data Collection Procedure and Ethical Consideration

Questionnaires were disseminated to the respondents predicated on purposive convenient sampling substratum and it was done in two and a half weeks' period. The questionnaires were personally distributed and were accumulated right after respondents completed it. Concurrently, questionnaires were sent out by e-mail and some had been distributed via friend's networks. Only responses that were received within the two and a half weeks' period were considered for this study. Follow-up emails had been sent out after one week from the date of distribution in order to secure better response rate. It was stressed that questionnaire were confidential and anonymity of respondents were ensured. Furthermore, the respondents were apprised of the purport of the study. Also, it was ascertained that the sample was drawn from respondents with varied backgrounds in terms of age group, gender, education level, marital status, job position and working experience.

7. Data Analysis

This study consists of two analytical steps. Step 1 compiles the demographic data of the 750 respondents which includes gender, age, marital status, years of service, qualification and department. Step 2 consists of Pearson product moment correlations were tested among the extracted factors to determine which of them have a high correlation with the dependent variable; organizational commitment. Finally, a multiple regression analysis was run to examine which of the extracted factors have the strongest impact on academics' organizational commitment in PHEIs in Malaysia. These analyses were computed using the software SPSS version 21.0.

8. Results

Table 2 presents the descriptive statistics for the study variables. The reliability coefficients for all the scales and subscales exceeded the conventional 0.70 level of acceptance (Hair et al., 2009); except for MSQ's laissez-faire subscale which had $\alpha = 0.46$ resulting in MSQ's laissez-faire subscale being omitted from the subsequent statistical analyses. Sekaran (2003) suggested that scales which have less than ten items tend to have lower alphas and this turned out to be true with the MSQ's laissez-faire subscale which had three items.

Table 3 presents the results from the correlation analysis. The table reveals a significant positive correlation between job satisfaction and affective commitment ($r=0.37$; $p<0.01$) and normative commitment ($r = 0.27$; $p < 0.01$), while insignificant results were found with continuance commitment ($r = 0.08$; $p < 0.57$). Moreover, a positive significant correlation was found between transformational leadership and affective commitment ($r=0.39$; $p < 0.01$) and

normative commitment ($r = 0.29$; $p < 0.01$), while insignificant correlation was found with continuance commitment ($r = 0.11$; $p < 0.41$). As for the transactional leadership, affective commitment and normative commitment was found to be significant ($r=0.25$; $p < 0.01$) and ($r = 0.21$; $p < 0.01$) respectively while continuance commitment was insignificant with ($r = 0.06$; $p < 0.29$).

Table 2: Measure of Central Tendency and Scales' Reliability Coefficient

Variables	N	Min	Max	Mean	Std. Dev. (SD)	Alphas (α)
Job Satisfaction	750	1.0	5.0	3.63	0.67	0.92
Involvement	750	1.0	5.0	3.72	0.78	0.76
Consistency	750	1.0	5.0	3.80	0.80	0.84
Adaptability	750	1.0	5.0	3.38	0.88	0.80
Mission	750	1.0	5.0	3.14	0.62	0.77
Affective commitment	750	1.0	7.0	3.43	0.68	0.82
Continuance commitment	750	1.0	7.0	3.47	0.79	0.76
Normative commitment	750	1.0	7.0	3.28	0.73	0.81
Transformational leadership	750	0.0	4.0	2.79	1.12	0.96
Transactional leadership	750	0.0	4.0	2.63	1.07	0.78
Laissez-faire leadership	750	0.0	4.0	2.03	0.81	0.46

In the organizational culture with involvement, consistency, adaptability and mission variables; the involvement variable positively correlated with affective commitment ($r=0.42$; $p < 0.01$) and normative commitment ($r=0.37$; $p < 0.01$), while continuance commitment was found to be insignificant ($r = 0.09$; $p < 0.32$). As for the consistency variable, a positive significant correlation was found with affective commitment ($r = 0.45$; $p < 0.01$) and normative commitment ($r=0.31$; $p<0.01$). The consistency variable was found to be insignificantly correlated with continuance commitment ($r = 0.10$; $p< 0.45$). As for the adaptability variable and affective

commitment there was a positive significant correlation ($r=0.41$; $p<0.01$). The table also reveals a positive significant correlation between adaptability and normative commitment ($r=0.28$; $p< 0.01$), while insignificant correlation was found with continuance commitment ($r=0.07$; $p<0.24$). As for the last variable; mission, there was a positive significant correlation with affective commitment and normative commitment ($r=0.30$; $p<0.01$) and ($r = 0.29$; $p<0.01$) respectively while mission was insignificantly correlated with continuance commitment ($r=0.08$; $p<0.33$).

Table 3: Pearson's Correlation of Independent Variables and Dependent Variables

Independent Variables	Dependent Variables	Pearson r	p
Job Satisfaction	Affective Commitment	0.41**	0.00
Job Satisfaction	Continuance Commitment	0.08	0.57
Job Satisfaction	Normative Commitment	0.27**	0.00
Transformational leadership	Affective Commitment	0.39**	0.00
Transformational leadership	Continuance Commitment	0.11	0.41
Transformational leadership	Normative Commitment	0.29**	0.00
Transactional leadership	Affective Commitment	0.25**	0.00
Transactional leadership	Continuance Commitment	0.06	0.29
Transactional leadership	Normative Commitment	0.21**	0.00
Organizational Culture			
• Involvement	Affective Commitment	0.42**	0.00
• Involvement	Continuance Commitment	0.09	0.32
• Involvement	Normative Commitment	0.37**	0.00

• Consistency	Affective Commitment	0.45**	0.00
• Consistency	Continuance Commitment	0.10	0.45
• Consistency	Normative Commitment	0.31**	0.00
• Adaptability	Affective Commitment	0.41**	0.00
• Adaptability	Continuance Commitment	0.07	0.24
• Adaptability	Normative Commitment	0.28**	0.00
• Mission	Affective Commitment	0.30**	0.00
• Mission	Continuance Commitment	0.08	0.33
• Mission	Normative Commitment	0.29**	0.00

**Correlation is significant at $p < 0.01$

Table 4 summarizes the regression results of the regression analysis to predict organizational commitment from organizational culture, leadership styles and job satisfaction. As can be observed from this table, job satisfaction,

transformational leadership, transactional leadership, involvement, consistency, adaptability and mission predicted affective commitment and normative commitment but not continuance commitment.

Table 4: The Influence of Organizational Culture, Leadership Styles and Job Satisfaction on Organizational Commitment

Independent Variables	Dependent Variable – Organizational Commitment		
	Affective (β)	Continuance (β)	Normative (β)
Organizational Culture			
• Involvement	.547*	-.185	.517*
• Consistency	.332*	.088	.492*
• Adaptability	.414*	.084	.379*
• Mission	.236*	-.224	.138*
Leadership Styles			
• Transformational Leadership	.227*	.098	.168*
• Transactional Leadership	.145*	-.065	.154*
Job Satisfaction	.168*	.061	.224*
R	.790	.349	.808
R ²	.624	.314	.653
Adjusted R ²	.621	.291	.651
F-statistics	226.88	73.12	151.31
Durbin-Watson	1.57	1.04	1.56

* significant at $p < 0.05$

Table 5: Structural Relationship and Hypothesis Testing

Hypothesis	Path	Beta (β)	Decision
H1a	Involvement → Affective Commitment	0.547*	Supported
H1b	Involvement → Continuance Commitment	-0.185	Not Supported
H1c	Involvement → Normative Commitment	0.517*	Supported
H2a	Consistency → Affective Commitment	0.332*	Supported
H2b	Consistency → Continuance Commitment	0.088	Not Supported
H2c	Consistency → Normative Commitment	0.492*	Supported
H3a	Adaptability → Affective Commitment	0.414*	Supported
H3b	Adaptability → Continuance Commitment	0.084	Not Supported
H3c	Adaptability → Normative Commitment	0.379*	Supported
H4a	Mission → Affective Commitment	0.236*	Supported
H4b	Mission → Continuance Commitment	-0.224	Not Supported
H4c	Mission → Normative Commitment	0.138*	Supported
H5a	Transformational Leadership → Affective Commitment	0.227*	Supported
H5b	Transformational Leadership → Continuance Commitment	0.098	Not Supported

H5c	Transformational Leadership → Normative Commitment	0.168*	Supported
H6a	Transactional Leadership → Affective Commitment	0.145*	Supported
H6b	Transactional Leadership → Continuance Commitment	-0.065	Not Supported
H6c	Transactional Leadership → Normative Commitment	0.154*	Supported
H7a	Job Satisfaction → Affective Commitment	0.168*	Supported
H7b	Job Satisfaction → Continuance Commitment	0.061	Not Supported
H7c	Job Satisfaction → Normative Commitment	0.224*	Supported

9. Discussion and Conclusion

There are both practical and theoretical contributions emerging from the findings of this research. One of the practical contributions of this study is that it illuminates the facets of job satisfaction and aspects of organizational commitment in Malaysia. Moreover, it is among the first few studies in Malaysia that considers the relationship between organizational culture, leadership style, job satisfaction and organizational commitment in PHEIs. The result of this study avails PHEIs to assess the degree of job satisfaction amongst its employees. In fact, the practical contribution of this study is to reduce the associated risks and avail scholastic institutions to ascertain the commitment level of their employees and by virtue of that, may pose policies to boost the degree of job satisfaction and retain the employees. Ergo, the results avail higher educational institutions in their efforts to reduce encephalon loss and exceptional employees. The results of this research would be valuable for practitioners in several ways.

First of all, the results show the degree to which PHEIs' employees are satiated about their job from multiple perspectives (nature of work, top management, co-workers, supervision, promotion, pay, status, working conditions, training and development, job security, and working hours). Secondly, the results of this study show what the pertinence of each job aspects are to the commitment level of employees (normative commitment, affective commitment, and continuance commitment). Managers and CEOs can observe the commitment level of their employees and plan to amend their commitment level through consummating the loopholes that are arduous to be confronted without scrutiny. It is recommended that PHEIs' managers and CEOs make congruous decisions predicated on the results of this study to increment job contentment in terms of those facets concerned. Moreover, it is recommended for the managers and CEOs of all PHEIs to not overemphasize on any particular facets of job satisfaction found in this study. Overemphasis on these factors may result in low degree organizational commitment amongst PHEIs employees as well. This is due to the fact

that there are several factors that coincide in perceiving both job satisfaction and organizational commitment and this study has culled nine factors to consider the relationship of job satisfaction and organizational commitment. Consequently, the results should not be optically discerned as mere factors cognate to organizational commitment.

Past studies have examined the relationship between transformational leadership style and organizational commitment. In a study of employees at the Lebanese banking sector, (Dirani, 2009) found that both transformational and transactional leadership demeanours have an impuissant positive correlation with organizational commitment. The results revealed that idealized influence, inspirational motivation, and individual consideration leadership compartments were more correlated with organizational commitment than other leadership behaviours. Thus, Dirani (2009) concluded that transformational leadership behaviours are more cognate to organizational commitment than transactional leadership deportments.

Randeree and Chaudhry (2012) conducted a study in the construction industry in United Arab Emirates. Their result designates that transformational leadership style has a positive impact on work performance and organizational commitment of subordinates. Transformational leadership style was found to have a paramount sodality with leadership outcomes (efficacy, contentment, and extra effort) and commitment. The results suggest that transformational leaders are liable to gain commitment from subordinates, whereas transactional leaders are not.

However, it is striking that the longer some employees stay with a company the less committed they get. One would cerebrate that the antithesis is the case, the longer you work for a company the more committed you are to that company. According to Meyer and Allen (1997) continuance commitment refers to the vigilance of cost linked with the departure from the organizations. Employees with a vigorous continuance commitment recognize that leaving the organization may be inimical to them fiscally due to the lack of employment option and low

income. In continuance commitment, the employees consider the disadvantages of leaving the organization and eschew quitting. Those with high calibres of continuance commitment stay with the organization because they require to. Thus, the employee keeps his organization membership cerebrating it might cost him an inordinate amount of to leave the organization (Allen & Meyer, 1996). This is in contrast with the findings of (Bass & Avolio, 1994), who found that older employees and those with tenure or seniority report higher levels of commitment. In this study it appears that overall, continuance commitment has the least impact on the culture of the organisation (refer to Table 1) you can optically discern that 42 percent of employees have work experience between 6 to 10 years, hence it could seem that the employees feel that they have ample cognizance and experience to change to another institution if they feel there's no vocation development at their present organization.

In general, it may be concluded that respondents who are affectively committed to the organisation are more inclined to maintain their relationship with the organisation than those who are normatively and continuance committed. Affectively committed employees will thus portray feelings of identification with the organisation, and annexation to and involvement in the organisation. This is in contrast with the other two dimensions of commitment, which fixate on commitment by virtue of the cost associated with leaving and a feeling of obligation to remain with the organisation. The results of the study have consequential implicative insinuations for the PHEIs that participated in the study as well as for other Malaysian organizations, which can learn from these results. A paramount deduction from the results is that by fixating on affective and normative commitment, organisations will be able to positively influence the retention of employees, productive attitude and employee wellbeing. The opposite focus, namely emphasising on continuance commitment, or the cost of departing, will not ascertain the same positive results. It is consequential to note that the affective commitment needs to be fortified by the preferred role cultures rather than the preferred power culture.

10. Recommendations

In light of the findings and conclusion (refer to Table 4; the normative commitment is much higher compared to affective commitment hence this type of commitment occurs when you feel a

sense of obligation to your organization, even if you're unhappy in your role or even if you opt to pursue better opportunity. Employees feel that they should stay with the organization because it's the right thing to do) it is recommended that the management of these higher educational institutions should:

- Improve on the current level of communication subsisting in private tertiary institutions by engendering and building trust through such open communication and dialogue.
- Every individual has different culture and acceptance that he works with and when he joins an organization that has a plenary different culture and credence from his own, he should be sanctioned to internalize himself first with the organization's culture and values to know whether he can cope with them or not.
- Involve employees in most decisions making process to establish a sense of belonging and annexation on the component of the employees to their institutions.
- It is the skill of the employee to cope with the organizations culture that will determine how he will perform on his job. In cases where an organizational culture must be transmuted, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance.
- Improve on the current reward system in their institutions to amend employees level of commitment to their jobs as well as amend output.
- Organizations should additionally develop a culture that inspirits employees to be innovative and ingenious and additionally visually perceive the employees as humans and not authenticates machines.
- Lastly, organizational culture must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

11. Limitations and future research

This study has some constraints. Firstly, only eight factors of job satisfaction are examined for university academics in this study. Thus, more job satisfaction factors could be included in future studies. Secondly, this study can be elongated to include the academics of public

universities. Thirdly, the present study is conducted in only ten private universities situated in Klang Valley, Malaysia. As a result, it may be arduous to generalize the findings of this study. For future research, a more astronomically immense number of private universities in and out of Klang Valley should be included to better represent the PHEIs sector of Malaysia.

Overall, the study lacks the generalizability criteria, as the sample size is small and data were accumulated from only one area; Klang Valley PHEIs employees in Malaysia. However, there might be other components of job satisfaction that can envisage the variations in organizational commitment as well. Consequently, future research should consider other job satisfaction components and study their pertinence to organizational commitment. Thus, since Malaysia is a multi-cultural country, there should be further investigation considering the ethnicity factor as a control variable to examine the distinctions between distinguished races.

Acknowledgements

The author disclosed receipt of the following financial support for the research, authorship, and/or publication of this article: The author would like to thank the Research and Innovation Office (RIO) at Xiamen University Malaysia (XMUM) for supporting and funding this research under the XMUM Research Fund Grant Scheme (RFGS No: XMUMRF/2018-C2/ISEM/0002).

Funding

This work was funded by Xiamen University Malaysia Research Fund (Grant No. XMUMRF/2018-C2/ISEM/0002).

References

Acar, A. (2012). "Organizational culture, leadership styles and organizational commitment in the Turkish logistics industry", *Procedia Social and Behavioral Sciences Journal*, Vol. 58, pp. 217-226., [Google Scholar] [Crossref]

Allen, N.J. and Meyer, J.P. (1996). "Affective, continuance, and normative commitment to the organization: an examination of construct validity", *Journal of Vocational Behavior*, Vol. 49 No. 3, pp. 252-276. , [Google Scholar] [Crossref], [ISI] [Infotrieve]

Allen, D. G., & Griffith, R. W. (1999). Job performance and turnover: A review and multi-route model. *Human Resource Management Review*, 9(4), 525-548. doi: 10.1016/S1053-

4822(99)00032-7. [Crossref], [Web of Science ®], [Google Scholar]

Avolio, B.J., Walumbwa, F.O. and Weber, T.J. (2009). "Leadership: current theories, research, and future directions", *Annual Review of Psychology*, Vol. 60, pp. 421-449. [Google Scholar][Crossref]

Baron, R.A. and Greenberg, J. (1990). "Behavior in Organizations", 3rd ed., Allyn & Bacon, a Division of Simon & Schuster, Inc, Boston, MA. , [Google Scholar]

Bashir, N. and Long, C.S. (2015). "The relationship between training and organizational commitment among academicians in Malaysia", *Journal of Management Development*, Vol. 34 No. 10, pp. 1227-1245. [Google Scholar] [Link], [ISI] [Infotrieve]

Bass, B.M. and Avolio, B.J. (1994). "Improving Organizational Effectiveness through Transformational Leadership", Sage, Thousand Oaks, CA. , [Google Scholar]

Behery, M., Paton, R.A. and Hussain, R. (2012). "Psychological contract and organizational commitment: the mediating effect of transformational leadership", *Competitiveness Review: An International Business Journal*, Vol. 22 No. 4, pp. 299-319. , [Google Scholar] [Link] [Infotrieve]

Bhaesajsangan, S. (2010). "The relationships among organizational climate, job satisfaction, organizational commitment in the Thai telecommunication industry", *Conference Proceedings of E-leader Conference 2010*, Singapore. [Google Scholar]

Blanchard, K.H. (2007). "Leading at a Higher Level", Prentice Hall, Upper Saddle River, NJ. [Google Scholar]

Buitendach, J. H. & Rothmann, S. (2009). "Job satisfaction in selected organizations in South Africa", *South African Journal of Human Resource Management*, 7: 1-8.

Cohen, A. (2011). "Values and psychological contracts in their relationship to commitment in the workplace", *Career Development International*, Vol. 16 No. 7, pp. 646-667. , [Google Scholar] [Link], [ISI] [Infotrieve]

Denison, D. R. (1990). "Corporate Culture and Organizational Effectiveness". New York: Wiley & Sons.

Denison, D.R. & Young, J. (1999). "Organizational culture and effectiveness: Validating a measurement model". Working paper. University of Michigan Business School.

Dirani, K.M. (2009). "Measuring the learning organization culture, organizational commitment and job satisfaction in the Lebanese banking sector", *Human Resource Development International*, Vol. 12 No. 2, pp. 189-208. , [Google Scholar] [Crossref] [Infotrieve]

- Dumdum, U.R., Lowe, K.B. and Avolio, B.J. (2002). "A meta-analysis of transformational and transactional leadership", in Avolio, B.J. and Yammarino, F.J. (Eds), *Transformational and Charismatic Leadership: The Road Ahead*, Elsevier Science, Oxford, pp. 35-66. , [Google Scholar]
- Gatling, A., Kang, H.J.A. and Kim, J.S. (2016). "The effects of authentic leadership and organizational commitment on turnover intention", *Leadership & Organization Development Journal*, Vol. 37 No. 2, pp. 181-199. , [Google Scholar]
- Hackett, R. D., Lapiere, L. M., & Hausdorf, P. A. (2001). "Understanding the links between work commitment constructs", *Journal of Vocation Behaviour*, 58(3), 392-413. doi: 10.1006/jvbe.2000.1776.
- Hair, J.F., Bush, R.P. and Ortinau, D.J. (2009). "Marketing Research in a Digital Information Environment", 4th ed., McGraw Hill, New York, NY. , [Google Scholar]
- Huang, X., Shi, K., Zhang, Z. and Cheung, Y.L. (2006). "The impact of participative leadership behaviour on psychological empowerment and organizational commitment in Chinese state-owned enterprises: the moderating role of organizational tenure", *Asia Pacific Journal of Management*, Vol. 23 No. 3, pp. 345-367. [Google Scholar] [Crossref] [Infotrieve]
- Johnson, J.J. and McIntye, C.L. (1998). "Organizational culture and climate correlates of job satisfaction", *Psychological Report*, Vol. 82 No. 3, pp. 843-850. [Google Scholar] [Crossref], [ISI] [Infotrieve]
- Koberg, C. S. and Chusmir, L. H. (1987). "Organizational culture relationships with creativity and other job-related variables", *Journal of Business Research*, Vol. 15, No. 5, pp. 397-409.
- Lok, P. and Crawford, J. (2001). "Antecedents of organizational commitment and the mediating role of job satisfaction", *Journal of Managerial Psychology*, Vol. 16 No. 8, pp. 594-613. , [Google Scholar] [Link] [Infotrieve]
- Messner, Wolfgang. (2013). "Effect of organizational culture on employee commitment in the Indian IT services sourcing industry", *Journal of Indian Business Research*, Vol. 5 No. 2, pp. 76-100., [Google Scholar] [Link] [Infotrieve]
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). "Commitment to organizations and occupations: Extension and test of a three-component conceptualization". *Journal of Applied Psychology*, 78(4), 538-551. <http://dx.doi.org/10.1037/0021-9010.78.4.538>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). "Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences". *Journal of Vocational Behaviour*, 61, 20-52. doi:10.1006/jvbe.2001.1842.
- Meyer, J.P. and Allen, N.J. (1997). "Commitment in the Workplace", Sage, London. , [Google Scholar]
- Ministry of Education. (2013). "Malaysian Education Blueprint 2013-2025". Ministry of Education Malaysia.
- Morshidi, S., Muhammad, J., Suhaimi, S., Chan, H.C. and Suzyrman, S. (2006). "Enhancing quality of faculty in private higher education in Malaysia", Monograph Series No: 9/2006. Higher Education Research Monograph, Universiti Sains Malaysia: National Higher Education Research Institute. [Google Scholar]
- Mosadegh Rad, A.M. and Yarmohammadian, M.H. (2006). "A study of relationship between managers' leadership style and employees' job satisfaction", *Leadership in Health Services*, Vol. 19 No. 2, pp. xi-xxviii. , [Google Scholar] [Infotrieve]
- Northouse, P.G. (2007). "Leadership Theory and Practice", Sage Publications, London. [Google Scholar]
- Pepe, M. (2010). "The impact of extrinsic motivational dissatisfiers on employee level of job satisfaction and commitment resulting in intent to turnover", *Journal of Business & Economics Research (JBER)*, Vol. 8 No. 9. , [Google Scholar] [Crossref] [Infotrieve]
- Randeree, K. and Chaudhry, A.G. (2012). "Leadership-style, satisfaction and commitment: an exploration in the United Arab Emirates' construction sector", *Engineering, Construction and Architectural Management*, Vol. 19 No. 1, pp. 61-85. [Google Scholar] [Link] [Infotrieve]
- Schein, E.H. (2004). "Organizational Culture and Leadership", 3rd ed., Jossey-Bass, San Francisco, CA. [Google Scholar]
- Sekaran, U. (2003). "Research Methods for Business - A Skill-Building Approach". 4th Edition, John Wiley & Sons, New York.
- Sharimllah Devi Ramachandran, Siong Choy Chong, Hishamuddin Ismail, (2009). "The practice of knowledge management processes: A comparative study of public and private higher education institutions in Malaysia", *VINE*, Vol. 39, Issue 3, pp.203-222. <https://doi.org/10.1108/03055720911003978>.
- Tseng, L.Y. (2010). "A study of the relationship among employee personality characteristics, organizational culture, leadership style, organizational commitment, and task performance – with the high-tech industry in Taiwan as an example", *Conference Proceedings of BAI2010 International Conference on*

- Business and Information, Bangkok. [Google Scholar]
- Valencia, J.C.N., Valle, R.S. and Jimenez, D.J. (2010). "Organizational culture as determinant of product innovation", *European Journal of Innovation Management*, Vol. 13 No. 4, pp. 466-480, doi: 10.1108/14601061011086294. [Google Scholar] [Link] [Infotrieve]
- Williams, L. J., & Anderson, S. E. (1991). "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviours", *Journal of Management*, 17, 601-617.
- Yahaya, R. and Ebrahim, F. (2016). "Leadership styles and organizational commitment: literature review", *Journal of Management Development*, Vol. 35 No. 2, pp. 190-216. [Google Scholar] [Link], [ISI] [Infotrieve]
- Yiing, L. (2008). "The association between organizational culture and leadership behaviour and organizational commitment, job satisfaction and employee performance – A Malaysian perspective", *Jabatan Dasar dan Strategi Perniagaan, Fakulti Perniagaan dan Perakaunan, Universiti Malaya.*, [Google Scholar]
- Yukl, G. (1971). "Toward a behavioural theory of leadership", *Organizational Behaviour and Human Performance*, Vol. 6 No. 4, pp. 414-440. , [Google Scholar] [Crossref], [ISI] [Infotrieve]