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Master's Thesis of Global Sport Management

**The Effect of Leadership Styles and
Personal Characteristics on
Employees' Organizational
Commitment Among Malaysian Sports
Organizations.**

리더십 스타일과 개인 특성이 말레이시아 스포츠
기관의 직원들의 조직적 헌신에 미치는 영향에 대
해 조사한 연구입니다

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Abstract

The Effect of Leadership Styles and Personal Characteristics on Employees' Organizational Commitment Among Malaysian Sports Organizations.

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This study investigates the impact of leadership styles and personal characteristics on employees' organizational commitment within Malaysia Sports Organizations. The study aims to contribute to the understanding of how leadership practices and individual traits influence employees' commitment to their respective sports organizations.

This study adopts a quantitative survey. A comprehensive literature review establishes the theoretical foundations, exploring key concepts such as leadership styles, organizational commitment, and personal characteristics. The theoretical framework integrates various leadership theories, including transformational leadership, transactional leadership, and

servant leadership, to analyze their effects on organizational commitment.

The sample for this study consists of employees from two sports organizations, which is Ministry of Youth and Sports Malaysia and National Sports Council of Malaysia. The quantitative phase involves the distribution of surveys to assess employees' perceptions of leadership styles, personal characteristics, and organizational commitment. The data collected is analyzed using statistical techniques such as regression analysis and correlation analysis to identify significant relationships and patterns.

The findings of this research contribute to the existing literature by shedding light on the specific leadership styles and personal characteristics that positively influence employees' organizational commitment within sports organizations. It also highlights potential areas for improvement and provides recommendations for enhancing leadership practices to foster stronger organizational commitment.

This study is of significant relevance to sports organizations, as understanding the factors that influence employee commitment can contribute to improved organizational performance, employee satisfaction, and overall success. By identifying effective leadership styles and recognizing the importance of personal characteristics, sports organizations can develop strategies to cultivate a positive work environment and enhance

employee engagement and commitment.

Keyword: Transactional leadership, Transactional leadership, perceived job autonomy, organizational commitment, Malaysia sports organizations.

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Chapter 1. Introduction

1.1. Study Background

In today's increasingly linked and globalized world, the role of a leader has emerged as one of the many critical variables determining whether or not a company will be successful. When it comes to determining the ultimate success or failure of a business, one of the single most important variables is the quality of the leadership that is provided. The ability of an organization's leader to coordinate and manage the activities of the organization is directly correlated to the success of the organization. To put it another way, the success or failure of an organization is directly proportional to the caliber of its leadership (Greenberg, 2002).

In addition to enterprises, government organizations, and educational institutions, the significance of leadership has been recognized in sports. The performance of athletes and their teams has been significantly improved by various leadership styles. Several academic inquiries have been carried out in the field of sports to examine the effects of different leadership styles on various factors (Kent & Chelladurai, 2001; Slack, 1997; Wallace & Weese, 1995). Moreover, modern leadership theories have been introduced and analyzed for their associations with the performance of sports entities, in order to shed light on the effectiveness of these institutions.

The transactional leadership paradigm has dominated leadership studies for the last few decades. Bass and Avolio (1990) said that transactional leadership is a crucial element or foundation for successfully managing businesses. The transactional leadership style has been recognized as the most effective approach for forecasting expected levels of effort and accomplishment in an organizational setting. Transformational leadership has surfaced as a feasible substitute for transactional leadership. This particular leadership style has demonstrated a high level of efficacy in terms of inspiring and guiding individuals who are in a subordinate position. The present methodology endeavors to enhance the efficiency of employees through motivation, support, understanding, and personalized communication with each employee, with the ultimate objective of optimizing the potential for organizational triumph and cohesion. The concept of transformational leadership has become a significant and frequently highlighted subject of scholarly investigation, as demonstrated by the publications of Bass (1990), Kent and Chelladurai (2001), and Wallace and Weese (1995).

Nonetheless, determining the suitability of a leadership philosophy in a particular situation can be a daunting task. Transactional and transformational leadership styles may present certain benefits and

limitations. Notwithstanding, the fundamental objective of both methodologies is to attain maximum efficiency from personnel and establishments.

Leadership is a form of authority that enables an individual to influence or impact the values, convictions, conduct, and perspectives of another person. Individuals who possess robust leadership abilities are likely to serve as exemplary figures or mentors for their subordinates. The reason for this phenomenon is that a leader who achieves favorable outcomes or attains notable accomplishments garners the confidence and esteem of their subordinates, thereby inadvertently influencing their principles, convictions, conduct, and perspectives. The statement is supported by Northhouse's (1999) viewpoint, which suggests that leaders with strong leadership abilities are capable of persuading and motivating others to participate in accomplishing the goals and objectives of the organization.

Numerous elements must be considered for leadership to be effective. This research focuses primarily on the influence of leadership and personal characteristics toward organizational objectives at the Malaysian Sports Organizations such as Ministry of Youth and Sports (MYS) and National Sports Council (NSC).

As one of the agencies within the Malaysian government, the

Ministry of Youth and Sports, which was founded in 1964, is also responsible for implementing government programs via sports and youth development. According to Ahmad Faisal Mohamed et al. (2014), the role of the government in Malaysia is crucial to the development of sports, the trend and dynamism of the sports industrial sector, the rise of sports organizations, and national goals and interests.

In accordance with the National Sports Council Act of 1971, the Government of Malaysia deemed it necessary to establish a National Sports Council, in addition to a State Sports Council in each State of Malaysia, initially to oversee the provision of adequate sports facilities throughout the country and also to make recommendations to the government on the directions to be taken for developing sport throughout the country. In addition, the NSC offers the National Sports Associations (NSAs) administrative support through the provision of office support, as well as professional support by paying for the employment of employees specifically responsible for delivering the NSC's programs, although this support is primarily geared toward the preparation of elite athletes.

Numerous research has examined the relationship between organizational dedication and other personal traits. Antonacopoulou (2000) posits that individuals who exhibit a robust sense of dedication towards their

organization tend to allocate more time towards their work and demonstrate greater discipline in their performance. McCabe and Garavan (2008) posit that commitment is the preeminent determinant of a firm's success. Freund and Carmeli (2003) revealed that a highly devoted individual considerably boosts an organization's effectiveness. However, the lack of research on personal characteristics and organizational commitment makes work performance, absenteeism, and tardiness a major issue in public service in Malaysia.

This study will concentrate on organizational commitment as a key variable for assessing organizational outcomes. This study aims to investigate the relationship between leadership styles, personal characteristics, and organizational commitment within Malaysian sports organizations.

1.2. Problem Statement

For several decades, the domain of organizational behavior has extensively investigated the concepts of leadership (Kotter, 1988) and organizational commitment (Mathies & Zajac, 1990; Mowday, Porter, & Steers, 1982; Steers, 1977). The documentation and explicit mention of the roles of leadership and organizational commitment are currently absent.

Taylor and Rosenbach (1989) noted that, despite the increasing quantity of books and papers on leadership, the topic has not yet been exhaustively treated. Taylor and Rosenbach also asserted that the majority of written materials on leadership were incomprehensible to the average employee living and working in a company. Moreover, it has been discovered that administrative leadership and supervision are of poor quality in emerging nations (Rothwell, 1972).

The significance of organizational commitment, especially in the public sector, is evident in the existing literature. As per the findings of Gortner et al. (1987), it has been observed that public personnel are perceived to exhibit lesser loyalty towards their organization in comparison to their counterparts in the private sector. Research findings such as these, even if only implied, underscore the importance of commitment. According to Buchanan's (1974a) comparative study of public and private enterprises, it was found that public sector employees demonstrate lower levels of commitment when compared to their private sector counterparts. Buchanan observed that public managers exhibit lower levels of engagement, loyalty, and identification with their organizations' objectives compared to their counterparts in the commercial sector (Buchanan, p. 345).

A commonly held notion posits that the lack of employee

commitment to an organization may pose a threat to the organization's overall success. This notion has been put forth by a multitude of academics. Liou's (1995) findings reveal that research conducted in the realm of public administration underscores the significance of organizational commitment. According to Liou, public administration experts typically see organizational commitment as the primary component that inspires public service motivation. Similar to Liou, Downs (1967) viewed commitment among public sector employees as a means of boosting public service motivation. In conclusion, Glisson and Durick (1988) claimed that, despite some evidence from prior research indicating that leadership conduct has a major effect on commitment, the relationship between the two concepts has been understudied.

Research on organizational commitment has been carried out extensively on academicians (Mustafa, 2020; Ahad, 2021), small and medium-sized enterprises (Ooi & Arumugam, 2006; May-Chiun & Hii, 2009; Kuean et al., 2010), the health sector (Siew, 2011; Ahmad, 2010) and many more. However, research on government organizations, especially in the field of sports, has not yet been carried out. Consequently, scholars deem it imperative to conduct this investigation in order to assess the degree of organizational commitment among public service sector employees,

particularly those in the sports industry in Malaysia.

Why Study Transactional and Transformational Leadership in a Sports Context?

Transformational and transactional leadership are two of the most extensively researched leadership styles in the field of leadership studies.

There are several reasons for this:

1. They are well-established: Transformational and transactional leadership styles have been extensively researched and validated over the years. Researchers have found that these styles have a significant impact on employee motivation, job satisfaction, and performance.
2. They are distinct: Transformational and transactional leadership styles are distinct and offer different approaches to leadership. Transformational leaders inspire and motivate their followers to achieve their potential, while transactional leaders use rewards and punishments to incentivize their followers.
3. They are widely applicable: Transformational and transactional leadership styles can be applied in a variety of contexts and industries. They are not limited to a specific field or sector, making them relevant for researchers and practitioners across different

fields.

4. They are effective: Research has shown that both transformational and transactional leadership styles can be effective in achieving organizational goals. However, the effectiveness of each style may vary depending on the specific context and goals of the organization.

Overall, the popularity of transformational and transactional leadership styles in leadership research is due to their well-established nature, distinctiveness, wide applicability, and effectiveness.

1.3. Purpose of the Study

The purpose of this study is to explore the leadership styles and personal characteristics towards organizational commitment among employees at the Ministry of Youth and Sport and the National Sports Council in Malaysia.

1.4. Significance of the Study

The present investigation holds significance for two primary rationales. Initially, the text elaborates on the concepts of transactional and transformational leadership, personal traits, organizational loyalty, and their

interconnections. In light of the extant literature that has demonstrated a positive association between transformational leadership and organizational outcomes in various domains, including but not limited to business, military, education, and healthcare, it would be valuable to explore the impact of transformational leadership on organizational outcomes within the realm of sports settings.

Second, due to their role in making good things happen for the organization, personal characteristics can be thought of as a cause of organizational commitment. Also, there aren't many empirical studies that look at how leadership styles and personal characteristics affect commitment. Considering how these two variables affect each other, it makes sense to study how much leadership styles and personal characteristics affect commitment.

1.5. Research Question

RQ1. What leadership characteristics do managers possess as interpreted by those managers' respective employees?

RQ2. Is there a difference in the level of commitment among employees on the basis of personal characteristics and job-related variables?

1.6. Definition of Terms

Transactional leadership

Transactional leadership is a leadership approach that involves the guidance and motivation of followers through the exchange theory. According to Bass (1997a), leaders who adopt a transactional approach prioritize the motivation of their followers through the establishment of specific objectives and the provision of incentives for exemplary performance, while refraining from exerting influence over organizational transformations.

Transformational Leadership

According to Yukl (2006), transformational leadership refers to the procedure of exerting influence over significant alterations in the attitudes and presumptions of individuals within a group within an organization, while fostering a sense of commitment towards the organization's mission and objectives.

Organizational Commitment

As per the research conducted by Mowday et al. (1982), the concept of organizational commitment refers to the extent to which an individual is connected and involved with a particular organization.

Chapter 2. Literature Review

2.1. Leadership as a Concept

Leadership is an inherent trait of the human species. Leadership is a longstanding art form, rather than a recent phenomenon. The civilizations of Ancient Egypt and Rome have served as exemplars of efficacious leadership tactics. According to Bass (1981), leadership is a universal phenomenon that is present in all individuals, irrespective of their cultural background. Leadership has been a subject of interest for various individuals ranging from scholars, military generals, politicians, to casual onlookers since ancient times up to the present. The investigation of leadership styles has been the focus of comprehensive scholarly inquiry, leading to the dissemination and refinement of diverse leadership frameworks. Notwithstanding these endeavors, the issue of leadership efficacy continues to be unsettled, as per Gordon's (1982) findings.

Despite the fact that the term "leadership" has been in circulation since the early 1800s (Stogdill, 1974), there is still a lack of a comprehensive approach to assess the causality and consequences of effective leadership (Taylor & Rosenbach, 1989). According to Burns (1978), the phenomenon of leadership is widely observed but not fully comprehended, as he stated, "leadership is one of the most seen and least

understood phenomena" (p. 2). Numerous scholars have provided various definitions of leadership. According to Stogdill's (1974) assertion, the definition of leadership has been articulated by several scholars, leading to a plethora of interpretations. (p. 7). The abundance of definitions pertaining to leadership can be primarily attributed to the elusive and intricate nature of the concept. This intricacy was emphasized by Lassey (1976), who stated, "There is no consensus on the definition of leadership in all circumstances" (p. 15). Chemers (1997) created an umbrella concept of leadership that he hoped would be accepted by the majority of theorists and academics in an effort to overcome the gap between definitions. According to Chemers (p. 1), leadership is a process of social influence that can be defined as such involves the ability of an individual to garner the cooperation and support of others towards achieving a shared objective.

The topic of leadership has garnered significant attention in scholarly literature dating back to the 18th century. As per the findings of Chemers (1997), it was only in the initial years of the 1900s that leadership underwent scientific scrutiny. Bass (1981) argued that early theorists utilized a theoretical method to identify leadership. He continued by arguing that academics were unable to construct suitable theories because they failed to explore the interplay between individual and situational elements. Bass

contrasted early leadership researchers to their contemporary colleagues and concluded that the former attempted to construct complete theories based on theory rather than empirical study.

2.1.1. Leadership Theories

Leadership is one of the most intricate and poorly understood phenomena in the world of human organizations, which is itself a complex system. Despite a large amount of study that has been done on leadership. Birnbaum's (1989) assertion suggests that there is a lack of agreement regarding the definition, evaluation, and assessment of leadership, as well as its correlation with outcomes. The investigation of leadership has persisted since the inception of human civilization, with numerous scholars endeavoring to identify diverse leadership theories (Bass, 1990). Numerous concepts have been formulated to delineate the notion of leadership, as a result of this phenomenon. For the purpose of developing a deeper understanding of what constitutes effective leadership, academics have looked at a variety of topics, including personality characteristics, patterns of behavior, different kinds of environments, and various combinations of these topics. In this part, a summary of the leadership theories that have been deemed to be the most recognized throughout the years is offered in a

simplified form.

2.1.1.1. Trait Theory

The Great Man Theory was first introduced by Stogdill (1974), which proposed that leaders possess unique characteristics that differentiate them from their subordinates. As a result, Turner (1999) argued that exceptional leaders could not be created since they were innately endowed with certain abilities. Researchers felt that leadership was a measurable attribute, thus they assumed that it could be used to discriminate between leaders who were successful and those who were not (Lord et al., 1986). Leadership effectiveness is very strongly linked to intellect and cognitive traits (Fiedler, 1967).

Kirpatrick and Locke (1991) identified six distinct characteristics that distinguish individuals who hold leadership positions from those who do not. The aforementioned characteristics encompass a robust proclivity towards leadership, uprightness and incorruptibility, self-confidence, and adeptness in occupation-specific competencies. There is an argument made by Robbins (1994) mentioned that even though the main leadership studies have failed to identify a set of characteristics that separates leaders from non-leaders. In other words, it is not possible to ensure that a group's

objective attainment would be enhanced by the traits of its leader. The characteristic technique, which was well-liked until the 1940s, began to lose favor among researchers as they became aware of its drawbacks, challenges arise in attempting to simplify the comparative value of diverse traits, and the omission of environmental factors presents an additional obstacle.

2.1.1.2. Behavior Theory

As per the behavioral theory of leadership, it is possible to differentiate a leader based on specific traits (Robbins, 1994). According to Slack (1997), the primary objective of utilizing behavioral leadership methodologies is to discern the leadership behaviors that have the greatest potential to augment the efficacy of subordinates.

The behavioral leadership technique was examined in sample studies by scholars hailing from Ohio State University and the University of Michigan. The Ohio State University conducted research which suggests that leadership actions can be categorized into two distinct groups: initiating structure and consideration, as outlined by Fleishman in 1973. The notion of initiating structure is concerned with the degree to which leaders organize their own duties and those of their subordinates with the aim of accomplishing the goals of the enterprise. On the other hand, consideration

pertains to the extent to which leaders cultivate a sense of camaraderie, mutual trust, liking, and respect in their interactions with subordinates, as per Bryman's (1992) definition. According to the research conducted by Ohio State, leaders who demonstrate high levels of initiating structure and consideration tend to achieve better subordinate performance and satisfaction than those who exhibit low levels of these characteristics.

On the other side, the Michigan research highlighted two aspects of leadership characteristics, including an emphasis on employees and output. A leader focused on employees emphasizes interpersonal relationships, while a leader focused on production emphasizes task-related parts of the work (Robbins, 1994). In contrast to leaders who prioritize production, those who prioritize employee well-being were found to be positively correlated with higher levels of group productivity and job satisfaction.

Inconsistent correlations between leadership behaviors and group performance were unable to be shown in any of the investigations. In conclusion, neither study was able to provide light on the situational aspects that affect leadership success or failure (Robbins, 1994).

2.1.1.3. Contingency Theory

The development of contingency theories has been aimed at elucidating the impact of task structures, environmental characteristics, and

subordinate characteristics on the effectiveness of leadership. These theories, as posited by Slack (1997), seek to explicate how situational or contingency variables can regulate the association between a leader's conduct and diverse outcomes. The category of contingency theories encompasses several representative theories, including the Least Preferred Coworker (LPC), Path-Goal Theory (PGT), and Situational Theory.

According to Fiedler's (1964) theory, LPC posits that certain behaviors of a leader are more closely associated with leadership effectiveness than others, in certain situations. Fiedler argued that proficient leaders exhibit consistent behaviors such as task-oriented or relationship-oriented focus. To put it another way, the LPC model promotes achieving leadership effectiveness by matching a certain leadership style to a specific scenario (Fiedler, 1964). Only the situational variables that could be referred to as situational favorability were taken into account by Fielder (1967). Situational favorability refers to the degree to which a leader can influence a group of individuals within particular circumstances. It is influenced by three variables: task structure, position authority, and leader-member relations. Task structure refers to the extent to which processes have been developed for allocating responsibilities. Positional authority pertains to the extent of control that a leader possesses with regards to the recruitment,

termination, corrective action, salary increments, and advancement of their subordinates. The ideal combinations of traits for a leader are strong positional power, high task structure, and positive leader-member interactions.

House (1971) believed that leadership illuminated the path to subordinates' occupational fulfilment in terms of developing PGT. According to Daft (1999), PGT aims to clarify how high levels of performance can be achieved as well as how followers' work effort can be boosted through incentive. Finally, the actions of a leader ought to have the capacity to elevate the expectations of their followers and followers will be able to successfully complete the task and obtain desired incentives as a result of the leader's efforts (House & Dressler, 1974). House (1971) classified leadership traits into four distinct categories, namely directive leadership, supporting leadership, participatory leadership, and goal-oriented leadership. As per the Perspective of Group Theory (PGT), leaders possess the capacity to modify their leadership conduct in reaction to the attributes of their subordinates and the situational factors prevailing in the milieu. According to House and Dressler's (1974) research, the acceptance of a leader's actions by their followers is contingent upon the leader's ability to fulfil their needs. This phenomenon is commonly referred to as the

follower factor.

Hersey and Blanchard (1969) assert that Situational Leadership Theory (SLT) considers various factors including the task habits and interpersonal behaviors of leaders, environmental factors, and the level of preparedness of followers. According to Hersey and Blanchard's (1982) assertion, the effectiveness of leadership is dependent on the level of maturity exhibited by the followers. Maturity, as defined by the authors, refers to the ability and willingness of individuals to regulate their own behavior. Hersey and Blanchard developed a theoretical framework that differentiates between two key aspects of leadership: task-oriented and relationship-oriented behaviors. This framework has led to the identification of four distinct leadership styles, which are telling, selling, participating, and delegating (Robbins, 1994).

2.1.2. Transactional Leadership and Transformational Leadership

Both transformational and transactional leadership styles share a common objective. Advocates of both methodologies encourage their subordinates within the organization to contemplate the significant facets of their roles, cultivate self-assurance, and stimulate and invigorate themselves.

2.1.1.1. Transactional Leadership

According to Burns' (1978) proposition, transactional leadership necessitates a mutual give-and-take relationship between a leader and a follower. As an illustration, adherents who conform to the directives of their superior are remunerated with wages and additional perks. Gellis (2001) posits that transactional leadership theories may be rooted in the concept that leader-follower relationships are established through a sequence of exchanges or agreements between leaders and followers. Transactional leadership is a distinct form of reciprocal association that transpires between leaders and their adherents, with the aim of fulfilling the needs and expectations of both parties involved (Burns, 1978). Burns (1978) posits that transactional leadership confers legitimacy to stable conditions, and therefore, this form of leadership does not engender organizational transformation. Hughes et al. (2008) assert that transactional leaders ought to prioritize the preservation of the current organization's stability over instigating change, in a comparable manner.

Transactional leadership is deemed effective as it motivates adherents by acknowledging their obligations in attaining the leader's desired objective. Leadership involves the act of creating a mutually advantageous arrangement with their subordinates, motivating them to

perform particular tasks in return for incentives (Hoyt & Blascovich, 2003). The concept that a transactional leader's responsibility is to motivate team members towards attaining predetermined goals was corroborated by Chelladurai (1999).

Transactional leadership is a leadership style that is characterized by motivating followers to fulfil their duties by offering rewards or by imposing penalties. Transactional leadership involves the exchange of positive or negative incentives in response to the completion or non-completion of assigned tasks. Transactional leaders tend to intervene only when a task is not performed satisfactorily, as per Bass (1997b). According to Bass and Avolio (1993) and Bass et al. (1987), the leadership approach of transactional leaders is based on two key elements, namely contingent reward and management by exception. The latter includes both active and passive management by exception and is utilized by transactional leaders to motivate their followers.

Contingent reward is a phenomenon that occurs when leaders offer incentives to their followers as a means of motivating them to fulfil their assigned responsibilities, as per the research conducted by Bass and Avolio in 1990. According to Howell and Avolio (1993), the efficacy of the dependent incentive is contingent upon the leader's ability to exercise

authority over the allocation of rewards and the followers' perception of the value of said rewards.

Management-by-exception is a leadership approach that involves the monitoring and intervention of leaders in the substandard work processes of their subordinates. According to Bass and Avolio's (1997) research, the transactional leader employs negative reinforcement, discipline, and critical feedback to discourage followers from engaging in subpar performance. The leadership style in question can be classified as either active or passive, contingent upon the monitoring behavior of the leader (Howell & Avolio, 1993).

As per the scholarly work of Bass and Avolio (1997), the transformative aspect of leadership entails the practice of active management by exception. This involves the leader's vigilant monitoring of the performance of their subordinates, and subsequently taking corrective measures in response to any errors or missteps made by them. To clarify, active management by exception refers to the proactive approach taken by a leader in identifying and promptly communicating any issues or challenges faced by their subordinates (Howell & Avolio, 1993). Passive management by exception is distinguished by leaders who adopt a reactive approach and provide monitoring solely after the completion of tasks, in contrast to active

management by exception. To clarify, according to Howell and Avolio's (1993) findings, leaders refrain from intervening until after errors or mistakes have transpired.

The transactional leadership style encompasses an additional component known as laissez-faire. Bass (1990) has drawn a comparison between the two active forms of leadership, namely transactional and transformational, and the most passive form of leadership, which is known as laissez-faire. The leadership characteristic in question pertains to leaders who refrain from taking responsibility for the actions of their subordinates. According to Bass and Avolio (1990), this type of leadership style is characterized by passivity rather than proactivity or reactivity, and assumes that followers will act independently without the need for constant monitoring by the leader. Bass's (1990) study indicates that there is a negative relationship between laissez-faire leadership and follower performance. To conclude, it is perceived by followers that leaders who adopt a laissez-faire approach are ineffective in their leadership.

2.1.1.2. Transformational Leadership

According to Burns (1978), transformational leaders possess the ability to bring about organizational change by integrating a captivating vision with emotional dedication towards their subordinates. Kuhnert and

Lewis (1987) posit that a fundamental element of transformational leadership is the cultivation of a robust relationship between leaders and their followers, who share similar values and goals. Bass and Avolio (1994) posit that transformational leadership is typified by a leader's capacity to motivate colleagues and followers to embrace innovative perspectives towards their work, heighten cognizance of the team and organization's mission or vision, facilitate the advancement of colleagues and followers to attain elevated levels of potential and proficiency, and incentivize them to prioritize the collective interests over their individual ones. Kuhnert and Lewis (1987) posit that the differentiation between a transformational leader and a transactional leader is predicated on the former's inclination to not only acknowledge the requirements of their subordinates but also endeavor to elevate those needs to superior levels. According to Bass (1985), in order to achieve above-average follower performance, leadership must possess a transformative quality. According to Hater and Bass (1988) and Yammarino and Bass (1990), a leader who adopts a transformational approach motivates their followers to surpass anticipated outcomes, whereas a leader who adopts a transactional approach motivates their followers to meet expected outcomes.

Avolio and Bass (1988) argue that transformational leaders often

make alterations to the organizational culture and give precedence to long-term objectives as opposed to short-term ones. Transformational leaders are known to bring about organizational transformation through their ability to identify the necessity for change, formulate a clear vision, and garner backing for the attainment of these objectives. Furthermore, Bass (1985) corroborated that placing emphasis on the importance of desired outcomes or goals could potentially lead to a transformation in both followers and organizations.

Based on the studies conducted by Avolio and Bass (1988) as well as Bass (1985), it can be inferred that transformational leaders possess a higher inclination than transactional leaders to achieve successful organizational transformations. This is attributed to their capacity to establish an emotional bond with their followers and communicate a persuasive vision. According to Bass (1990), transformational leadership is an exceptional type of leadership that materializes when leaders expand and enhance the concerns of their subordinates, create consciousness and approval of the team's objectives and mission, and inspire their subordinates to transcend their individual self-interests for the benefit of the team.

As per the statement made earlier, transformational leadership is characterized by the followers' inclination towards performing and

surpassing their anticipated levels of performance (Bass & Avolio, 1997). According to Bass (1985, 1990, and 1997a), the concept of transformational leadership can be broken down into four distinct dimensions: idealized influence (charisma), inspiring motivation, intellectual stimulation, and individual consideration.

Idealized influence is a leadership behavior that involves enhancing the pride, loyalty, and confidence of followers by establishing a shared goal or vision with the leader. This is achieved through the process of identification with the leader. According to Bass (1998), idealized influence is a leadership behavior in which leaders gain the trust and admiration of their followers by exhibiting ethical and moral behavior, rather than simply focusing on ensuring that tasks are completed accurately. Individuals who establish a profound emotional connection with charismatic figures hold them in high esteem. As per Bass and Avolio's (1997) findings, a leader who possesses charismatic qualities has the ability to attract individuals towards a well-communicated vision or goal. According to Bass (1990), there is a correlation between the idealized influence of charismatic leadership and the productivity of competent followers.

According to Bass and Avolio (1997), inspirational motivation is a transformative force that empowers leaders to articulate a compelling vision,

establish significance, and instill a sense of purpose regarding what needs to be achieved. According to Bass (1985), an effective leader is someone who utilizes persuasion and symbolism to provide emotional support and articulate their ideas, thereby appealing to the emotions of their followers. The correlation between inspiration and charisma is noteworthy. However, it is important to note that the fundamental difference between these two factors lies in the fact that the followers of inspirational leaders are drawn towards the objectives and aspirations of the leaders, rather than their personal traits. Conversely, charismatic leaders have the ability to captivate and attract followers towards their own personality and character (Bass, 1985).

Bass and Avolio (1997) posit that the practice of individual consideration involves leaders treating their subordinates with impartiality and respect, while also recognizing their distinct differences. Additionally, leaders who implement individualized attention maintain frequent communication with their subordinates to establish a deeper understanding of one another. The provision of personalized attention to individuals encompasses coaching, monitoring, and instruction, coupled with continuous feedback and alignment with the organizational goals (Bass & Avolio, 1990). To summarize, the implementation of individualized

attention by leaders significantly contributes to the successful completion of tasks by their respective subordinates, as per the findings of Yammarino and Bass (1990).

According to Bass and Avolio (1997), the trait of intellectual stimulation is a form of transformative leadership that motivates followers to generate innovative ideas and perspectives, challenges conventional beliefs, and reorganizes cognitive frameworks. As per Bass and Avolio's (1993) research, a leader who is intellectually stimulating creates an environment that promotes the growth of independent thinking, creativity, and problem-solving skills. According to Bass and Avolio (1990), leaders who possess expertise in intellectual stimulation offer their adherents a sequence of stimulating and thought-provoking novel ideas, with the objective of motivating them to reassess their viewpoints.

2.1.1.3. Transactional and Transformational Leadership

Transformational leadership involves the cultivation of followers into leaders who are capable of assuming complete responsibility for both their personal growth and the advancement of an organization. The transformational leader is primarily concerned with guiding their followers towards achieving their maximum potential in terms of expected performance, while also motivating them to assume appropriate

responsibility for their personal growth and development. According to Bass (1997) and Kent & Chelladurai (2001), transformational leaders elevate the awareness of their followers regarding the significance of achieving objectives and the means of accomplishing them. Moreover, they exhort their adherents to not solely contemplate their individual advantages but also the advantages that the organization can accrue from their endeavors.

According to Hughes, Ginnet, and Curphy (2008), the transactional leadership style is commonly employed when a particular type of exchange relationship occurs between leaders and subordinates. According to Hughes et al. (2008), transactional leadership is a frequently observed phenomenon that is often short-lived. This is because there is typically no lasting motivation to maintain the relationship between parties once a transaction has been completed. Transactional leaders utilize social exchange mechanisms, such as monetary incentives and subsidies for political contributions, in order to effectively guide their subordinates. Conversely, transformational leaders prioritize the development of their subordinates' leadership abilities by attentively addressing their unique needs, granting them empowerment, and aligning their objectives with the organizational vision (Bass & Riggio, 2005). According to Bass and Riggio's (2005) assertion, transactional leadership may result in immediate gratification, but

it may not necessarily lead to long-term positive outcomes.

Burns (1978) posited that transactional and transformational leadership lie on opposite ends of a continuum, whereas Bass (1985) views them as distinct dimensions. According to Bass, the emergence of transformational leadership can be traced back to transactional leadership, with the former being a distinct manifestation of the latter.

According to Hater and Bass (1988), a comparative and contrasting analysis of transactional and transformational leadership styles can be conducted based on the leader's approach towards motivating subordinates and the types of goals that are established. Bass et al. (1987) suggest that a more effective approach to comprehending transactional and transformational leadership is to view them as mutually reinforcing rather than adversarial constructs. The integration of transactional management with transformational leadership is imperative for optimizing follower performance. Yammarino and Bass (1990) posit that the divergence lies in the nature of individuals' motivation and the types of objectives established.

2.1.1.4. Transactional and Transformational Leadership in Sport

Extensive research has been carried out in the domain of sports management to examine the association between transactional and transformational leadership elements and outcome metrics, including

follower satisfaction and leader effectiveness.

Yusof's (1998) research examined the relationship between the characteristics of transformational leadership demonstrated by athletic directors in NCAA Division III and the degree of job satisfaction reported by coaches. The study conducted by Yusof in 1998 revealed a strong correlation between transformational leadership practices and the outcome variable. The study conducted by Doherty and Danylchuck (1996) aimed to examine the perspectives of coaches regarding the transactional and transformational leadership approaches employed by sports directors in Ontario's universities. The research findings indicate that the coaches exhibited higher levels of contentment towards the administrators' transformational leadership qualities, such as charisma and individualized consideration, in comparison to transactional leadership traits, such as management by exception. The study revealed a positive correlation between the transformational leadership behaviors demonstrated by administrators and the perceived efficacy of coaches' leadership.

Inconsistencies have been observed in the outcomes of several leadership studies conducted in the domain of sports management. According to the research conducted by Pruijn and Boucher (1995) and Wallace and Weese (1995), it can be inferred that there is no statistically

significant association between the characteristics of transformational leadership and specific outcome variables of followers, such as work satisfaction.

The importance of researching transformative leadership in the realm of sports was emphasized by Rowald in 2006. According to Rowold, the advantages of transformational leadership have been demonstrated in various types of organizations, such as those operating for profit or non-profit, educational establishments, and athletic teams. Furthermore, Rowald has identified a positive correlation between transformational leadership and various organizational outcomes, including the satisfaction, motivation, and commitment levels of subordinates. Lim and Cromartie (2001) posit that sports organization leaders should bear in mind the attributes of transformational leadership to enhance organizational outcomes, in accordance with this viewpoint. Chelladurai (2007) has been a driving force in leadership research within the modern sports management industry, with a particular emphasis on the application of transformational leadership in sports-related settings.

The research conducted by Kent and Chelladurai (2001) sought to investigate the influence of transformational leadership displayed by sports directors within a sizable organization on the perceived parity of Leader-

Member Exchange (LMX) by middle managers and their subordinates. The study aimed to investigate the potential positive correlation between perceived transformational leadership and Leader-Member Exchange (LMX) with the organizational commitment and Organizational Citizenship Behavior (OCB) of subordinates. The Leader-Member Exchange (LMX) theory is optimally manifested when leaders strive to establish a distinctive connection with each subordinate, based on the principles of mutual trust, respect, and engagement. Moreover, it is essential for leaders to foster excellent communication with their subordinates. Kent and Chelladurai's (2001) research findings indicate that leaders who demonstrate a considerable degree of transformational leadership have a favorable influence on their subordinates' perceived level of Leader-Member Exchange (LMX) and organizational commitment.

The impact of leaders' conduct at the top and middle levels on their followers in the parks and recreation sector was assessed by Kent and Chelladurai (2003) through the application of the transformational leadership theory. Conclusively, the incorporation of transformational leadership components by both positional leaders resulted in the enhancement of subordinates' organizational commitment and organizational citizenship behavior.

2.2. Organizational Commitment

Organizational commitment refers to an individual's propensity to sustain membership in a specific organization, demonstrate a readiness to exert significant effort on behalf of the organization, and possess a firm belief in and adherence to the organization's values and goals. Mowday et al. (1982) posit that organizational commitment is a continuous process whereby individuals demonstrate their loyalty and devotion to the organization. Chang (1999) recognized the advent of a new corporate landscape characterized by a notable lack of allegiance displayed by a considerable proportion of organizations towards their workforce. The study revealed that career commitment acted as a mediator variable that impacted the association between perceptions of corporate policies and practices and organizational commitment.

According to Meyer and Allen's (1991) theoretical framework, the multifaceted nature of organizational commitment can be broken down into three distinct components: affective, normative, and continuance commitment. Affective commitment pertains to the initial emotional attachment of an employee to the organization, encompassing their sense of belonging and identification with the company's environment. Research

conducted by Meyer and Allen (1991) and Saks (1995) found that individuals who exhibit high levels of emotional commitment are more likely to be regarded as valuable resources within an organization, as compared to those with low levels of affective commitment. Continuance commitment refers to an employee's commitment that is based on the expenses involved in departing from the organization. According to the research conducted by Allen and Meyer (1996) and Meyer and Allen (1991), employees who have demonstrated a commitment to the organization are under an obligation to continue their employment with the company. Normative commitment is a construct that refers to the employees' subjective perception of their moral obligation to remain loyal to the organization. As per the research conducted by Allen and Meyer (1996) and Meyer and Allen (1997), individuals exhibiting a robust normative commitment tend to perceive their continued employment with the organization as a moral obligation.

Research has shown a noteworthy correlation between organizational commitment and a range of outcome variables, including organizational citizenship behavior, job performance, and turnover intentions. These findings have been supported by empirical studies. Meyer and Allen's (1997) study indicates that individuals with robust affective

commitment are more inclined to demonstrate a keen interest in engaging in Organizational Citizenship Behavior (OCB) in contrast to those with feeble affective commitment. The notion was also corroborated by Organ and Ryan's (1995) empirical investigation. The study revealed noteworthy affirmative associations between affective commitment and organizational citizenship behavior (OCB) components, while no correlation was observed between continuance commitment and OCB components. Meyer et al. (1993) discovered that the persistence of commitment had negative implications for Organizational Citizenship Behavior (OCB). Empirical research conducted by Bashaw and Grant (1994) and Meyer et al. (1989) has demonstrated a positive correlation between affective commitment and overall job performance indicators. According to the findings of Meyer et al.'s (1989) study, the relationship between continuing commitment and job performance was either non-existent or negative. This is consistent with the results of the study's investigation into the correlation between continuing commitment and OCB. According to the research conducted by Allen and Meyer (1996), there exists a positive correlation between organizational commitment and Organizational Citizenship Behavior (OCB) with job performance outcomes. However, it was found that organizational commitment displays a negative correlation with turnover intention.

2.2.1. A three-component model of commitment

Meyer and Allen (1997) posit that organizational commitment pertains to the psychological bond that exists between employees and their respective organizations. Meyer and Allen's (1991, 1997) study posits that an individual's allegiance to an organization can be classified into three fundamental dimensions, namely: emotional attachment to the organization, perceived expenses associated with leaving the organization, and a feeling of ethical responsibility to stay with the organization.

The authors introduced a theoretical framework consisting of three distinct components of organizational commitment, namely affective commitment, normative commitment, and continuance commitment. It is possible for an employee to exhibit a combination of the three dimensions of commitment as identified by Meyer and Allen in their works from 1991 and 1997. A model consisting of three components is composed of the following elements.

Affective commitment. Affective commitment refers to the inclination to remain affiliated with an organization due to an emotional attachment to the organization, as posited by Allen and Meyer in 1990. As per the findings of English et al. (2010), affective commitment pertains to a psychological disposition that delineates the bond between an employee and

their organization (p. 395). Allen and Meyer (1990) posit that organizational commitment is characterized by employees' identification with, participation in, and appreciation of their involvement in the organization. According to Darolia et al. (2010), individuals who possess strong affective commitments tend to exhibit a greater sense of identification with their respective organizations, which in turn, leads to a heightened level of determination in the pursuit of their goals. According to Allen and Meyer's (1990) research, affective commitment refers to the employees' desire to remain in a company. The study conducted by Powell and Meyer (2004) revealed a robust association between affective commitments and four side-bet factors, namely the satisfaction of prerequisites, the fulfillment of expectations, concerns regarding self-presentation, and individual modifications. Meyer et al. (2002) conducted a study which demonstrated a negative correlation between emotional commitment and several adverse consequences, including withdrawal cognitions, employee turnover, absenteeism, stress, and work-family conflict. The findings of the study indicate a noteworthy and favorable association between affective commitment and both work performance and organizational citizenship behavior. Colquitt et al. (2010) discovered that individuals with high levels of affective commitment display a greater propensity to invest additional effort when opportunities arise and

are more likely to engage in activities that foster positive interpersonal and organizational relationships.

Normative commitment. As per the conceptualization of Allen and Meyer (1990), the classification of the tendency to uphold membership in an organization owing to a perceived sense of obligation is identified as normative commitment. As per the definition provided by Meyer and Herscovitch (2001), normative commitment pertains to an individual's strong belief that they have a moral obligation to follow a particular path of action to attain a specific goal (p. 316). According to Meyer and Parfyonova's (2010) proposition, normative commitment can be delineated into two distinct dimensions, namely moral responsibility and indebted obligation (p. 284). According to scholarly sources (Colquitt et al., 2010; Meyer and Allen, 1991), normative commitment is exhibited by workers who hold a belief of responsibility or ethical obligation to continue their employment with the organization. Meyer and Allen's (1991) study revealed that employees who demonstrate elevated levels of normative commitment are inclined to maintain their employment with the organization owing to a feeling of obligation. Allen and Meyer (1990) posit that employees are more inclined to demonstrate a robust normative commitment when they perceive that the organization values loyalty. According to Allen and Meyer's (1990)

research, employees who have been convinced by their peers about the importance of demonstrating loyalty towards their organization are likely to exhibit a robust normative commitment. Consequently, this may lead to a perception among employees that the organization has invested a significant number of resources towards fulfilling mandatory responsibilities (Allen and Meyer, 1990).

Continuance commitment. According to Allen and Meyer's (1990) research, continuance commitment refers to an individual's inclination to maintain their membership within an organization despite the potential expenses associated with resigning. According to Meyer and Herscovitch's (2001) definition, continuing commitment is characterized by the perception that discontinuing a particular course of action would result in significant costs (p. 316). According to the research conducted by Meyer and Allen (1991), employees tend to stay with an organization because of a perceived sense of obligation. The degree of dedication exhibited by employees towards the organization is linked to their prior contributions to the said organization. The level of commitment exhibited by employees towards the organization can be attributed to their previous behaviors. Reciprocal continuity commitment is present when employees perceive that remaining with the organization will yield benefits, while leaving will result in costs.

In certain cases, individuals who choose to remain with their current employer may receive advantageous compensation packages and supplementary perks that are linked to their job tenure. However, if they opt to transition to a new organization, they may forfeit these benefits. The concept of continuation commitment is a result of the presence of side bets and the belief that alternative employment options are limited beyond the organization, as posited by Allen and Meyer (1990), Becker (1960), and Powell and Meyer (2004). According to Meyer and Allen's (1984) conceptualization, side-bets refer to the various resources that employees have committed to their organization, including but not limited to time, effort, and financial investments, which would be forfeited in the event of their departure. The authors Powell and Meyer (2004) have identified seven side bets that are significant predictors of an individual's perseverance. Powell and Meyer (2004) identified several factors that are regarded as side bets. These factors encompass expectations of others, concerns regarding self-presentation, impersonal bureaucratic structures, individual adjustment, non-work issues, lack of alternatives, and fulfilling circumstances (p. 165).

2.2.2. The Antecedents of Organizational Commitment

As previously mentioned, a number of scholars have conceptualized and operationalized the construct of organizational commitment through

diverse approaches. The abundance of definitions and metrics has resulted in a convoluted understanding of the subject matter. The lack of clarity surrounding the definition and evaluation of organizational commitment, as noted by Caldwell (1990), has impeded the advancement of a comprehensive understanding of the factors that contribute to commitment.

Numerous academics in the realm of organizational commitment have employed diverse attributes as potential precursors of commitment and have categorized these factors correspondingly (Mowday et al., 1982). According to Steers' (1977) proposition, a dichotomy exists that elucidates the origins and consequences of organizational commitment. The discourse concerning antecedents was predominantly reliant on antecedent research.

Steers posits that commitment is anteceded by three discrete categories, namely personal attributes, role-related traits, and work experiences. Mowday et al. (1982) determined that the majority of empirical research conducted on organizational commitment was correlational in nature. Mowday and colleagues expanded upon Steers's (1977) theoretical framework and formulated a novel conceptual model.

The incorporation of four distinct types of antecedents of organizational commitment, namely personal qualities, role-related characteristics, structural features, and work experiences, is illustrated in

Figure 1.

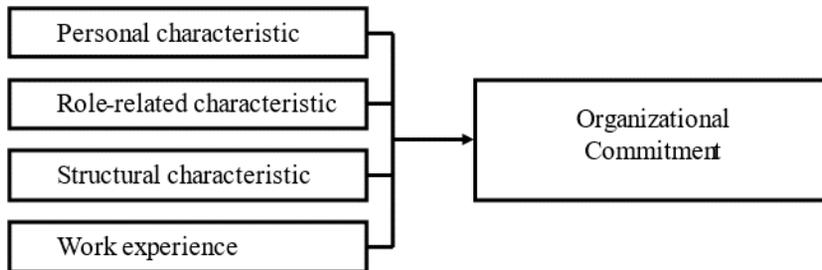


Figure 1 Hypothesized Antecedents of Organizational Commitment (Adopted from Mowday et al., 1982)

Personal Characteristics. Numerous research examined the influence of various human traits on organizational commitment (Angie & Perry, 1981; Hrebmiak, 1974; Mowday et al., 1982). Such research explored the influence of age, level of education, tenure, gender, race, and other personality variables on organizational commitment. Various investigations have discovered, for instance, that age and length of service positively influence the amount of commitment (e.g., Angle & Perry, 1981; Hrebiniak, 1974; Lee, 1971; Mathieu & Zajac, 1990). The underlying justification for this affirmative association is that as an individual progresses in age and tenure within an organization, the likelihood of finding alternative employment opportunities decreases, thereby reinforcing the employee's

dedication to the company (Meyer & Allen, 1984; Mowday et al., 1982). Contrary to the factors of age and length of service, scholarly attainment has been demonstrated to exhibit an inverse relationship with commitment, as evidenced by studies conducted by Mathieu and Zajac (1990), Mowday et al. (1982), and Steers (1977). One could posit that employees possessing a higher level of education tend to hold elevated expectations, thereby rendering it arduous for a business to meet these expectations and leading to a reduced number of committed personnel (Steers, 1977). Furthermore, organizational commitment is influenced by both marital status and gender. Kawakubo (1987) and Lincoln & Kalleberg (1990) have posited that marital status constitutes a significant factor in the context of organizational commitment. Kawakubo's findings suggest that individuals who are married or separated exhibit a greater level of commitment to organizations compared to their single counterparts. The rationale behind this assertion could be attributed to the fact that individuals who are married or divorced tend to have more responsibilities compared to those who are single (Lincoln & Kalleberg, 1990). Angle and Perry (1981) and Mathieu and Zajac (1990) found that organizational commitment varied by gender, with females exhibiting higher levels of dedication to their organizations compared to males.

Role-related characteristics. The study conducted by Mowday and colleagues in 1982 examined the relationship between work characteristics and employee commitment. The authors observed that commitment can be influenced by a minimum of three factors, namely the level of complexity or challenge of the work, the presence of role conflict, and the degree of role ambiguity. According to their statement, an increase in work responsibilities is likely to enhance employee commitment. Mowday and colleagues' research findings indicate that in situations where employees experience ambiguity and inconsistency in their job responsibilities, their level of commitment to the organization tends to diminish. Austin and Gammon (1983) conducted a literature review to investigate the relationship between the professional experiences of academic administrators and their organizational commitment. The role of remuneration in promoting commitment has been found to be significant. According to the authors, the commitment of administrators could be jeopardized if they perceive a lack of appreciation for their contributions and inadequate compensation (p. 61). Vocational commitment has been found to be influenced significantly by one's occupational status. According to the findings of Wiener and Vardi (1980), individuals in managerial positions exhibit a higher level of commitment to their organizations compared to non-management staff. The

authors posited that such an outcome can be attributed to the discrepancy in the perceived prestige and remuneration between the aforementioned cohorts.

Structural characteristic. It refers to a feature or attribute that is inherent to the structure of a particular entity. Scholars have analyzed the influence of structural factors on commitment within the corpus of literature on organizational commitment. The study conducted by Stevens et al. (1978) revealed that commitment was not associated with organization size, control span, union presence, and authority centralization. The study conducted by Morris and Steers (1980) aimed to examine the association between commitment and various structural variables, such as formalization, functional dependence, supervisory and subordinate span of control, decentralization, and workgroup size. The study findings indicate a significant association between commitment and employee engagement, decentralization, functional reliance, and formalization. Increased participation at all levels of an organization leads to heightened ego engagement among individuals, ultimately resulting in greater commitment. According to the research conducted by Mowday et al. (1982), employees who are exposed to higher levels of decentralization, greater dependence on the labor of others, and more formality of written rules and procedures tend

to display higher levels of organizational commitment as compared to those who experience these variables to a lesser extent.

Work experience. Work experience is widely regarded as a potent factor in shaping an individual's socialization and a critical precursor to demonstrating commitment. The antecedents of organizational commitment in this particular category pertain to the nature and caliber of an individual's work encounters throughout their tenure with the organization, as outlined by Steers (1977). The research conducted by Mowday et al. (1982) has identified a correlation between certain job experience characteristics and organizational commitment. Steers' (1977) research revealed that organizational dependability, which refers to the degree to which employees perceive their organization as reliable and supportive of their interests, had a significant and positive effect on their level of commitment to the organization. Buchanan's (1974) research findings indicate that employees' level of organizational commitment is positively correlated with their colleagues' favorable attitudes towards the company.

2.3. Leadership Styles and Organizational Commitment

According to Mowday et al. (1982), leadership plays a crucial role in determining organizational commitment. Furthermore, academic experts have underscored the significance of transformational leadership concerning

the level of dedication exhibited by employees towards their organization. Bass (1998) posits that transformational leadership is more efficacious than transactional leadership in enhancing subordinates' dedication, involvement, and allegiance. The literature suggests that there exists a positive correlation between transformative leadership and organizational commitment across diverse organizational settings, as evidenced by studies conducted by Avolio et al. (2004), Kent and Chelladurai (2003), and Walumbwa and Lawler (2003). Furthermore, empirical studies have indicated that transformational leadership exerts the greatest impact on emotional commitment, which is one of the three fundamental components of organizational commitment. Nevertheless, it is noteworthy to mention that there has been inadequate empirical inquiry into the correlation between transformative leadership and the organizational commitment of subordinates. Therefore, further research in this domain will be necessary, as suggested by Avolio et al (2004).

The existence of a relationship between leadership and organizational commitment has been established by several scholars (Mathieu & Zajac, 1990). According to Voon et al. (2010), the implementation of an organization's strategies, achievement of its objectives, and attainment of a competitive advantage are contingent upon leadership styles that promote employee commitment. Yousef (2000) posits that

leadership styles characterized by inclusivity and participation are more strongly correlated with commitment than leadership styles that prioritize task orientation and structure. According to the author, individuals who are under the guidance of leaders who exhibit consultative or participative leadership behavior tend to display a heightened level of dedication towards their respective organizations, experience increased job satisfaction, and demonstrate superior job performance.

The extant literature on leadership styles and organizational commitment has demonstrated a robust and affirmative association between leadership and organizational commitment, as evidenced by the works of Mathieu and Zajac (1990) and Voon et al. (2010). According to the study conducted by Kim and colleagues (2016), the work experience that exhibits the strongest correlation with an employee's emotional attachment to the organization is their perception of the organization's recognition of their contributions and prioritization of their well-being. According to Lok and Crawford's (1999) study, the level of consideration demonstrated in a leader's style had a more significant effect on commitment than the actual structure of the leadership style. Lee (2004) discovered a noteworthy correlation between transformative leadership and organizational commitment. In contrast, a noteworthy correlation between transactional

leadership and organizational commitment is absent.

As per the findings of Hayward et al. (2004), a significant positive correlation can be observed between transformative leadership and effective commitment. The research findings indicate a reduction in the correlation coefficients between transformative leadership, normative commitment, and ongoing commitment. Additionally, there was no observed association between transactional leadership and emotive, normative, or long-term commitment. The study conducted by Bass and Avolio (1997) revealed a significant association between transformational leadership and both affective and normative commitment. Likewise, a direct association was observed between cognitive stimulation and emotional as well as moral dedication.

Bass and Avolio (1997) have provided evidence that transformational leaders who motivate their followers to engage in critical and creative thinking can influence their followers' level of commitment. As per the researchers, the motivation and organizational commitment of followers can be enhanced by transformational leaders who stimulate their creativity in tackling challenges and possess knowledge of their requirements. The assertion is reinforced by Burns' (1978) transformational leadership theory, which was subsequently expanded upon by Bass and

Avolio (1997). The theory posits that organizational commitment is influenced by all four elements of transformational leadership, namely, charismatic role modelling, individualized consideration, inspirational motivation, and intellectual stimulation.

2.4. Personal Characteristics and Organizational Commitment

Numerous research endeavors have utilized individual attributes such as age, length of tenure, educational attainment, and marital status to serve as prognosticators of commitment (Angle and Perry, 1981; Chughtai and Zafar, 2006; Steers, 1977); however, these investigations have generated inconsistent outcomes. The theoretical basis for linking commitment to these individual traits was established through the application of both role theory and exchange theory, as posited by Stevens et al. (1978). The side-bet theory, as posited by Becker in 1960, suggests that certain factors such as age, tenure, role characteristics, and gender can increase an individual's level of commitment to an organization and the potential costs associated with leaving. The study conducted by Meyer et al. (2002) revealed a positive correlation between commitment and demographic variables, specifically age and tenure. Numerous studies suggest that individual characteristics do not have a significant impact on commitment (Balfour & Wechsler, 1996). Personal factors such as age, gender, marital status,

educational attainment, tenure, remuneration, and leadership styles have been identified as key determinants of organizational commitment.

Age. Several research studies have demonstrated that there exists no noteworthy correlation between age and commitment, as documented by Chughtai and Zafar (2006) and Iqbal et al. (2011). Numerous scholarly investigations have demonstrated a direct association between age and commitment, as evidenced by the works of Angle and Perry (1981), Cho and Mor Barak (2008), Mathieu and Zajac (1990), and Rowden (2000). Cho and Mor Barak (2008) discovered that elderly employees exhibit a higher degree of commitment when compared to their younger counterparts. Research suggests that older individuals tend to exhibit higher levels of dedication, which may be attributed to their limited employment opportunities (Mathieu and Zajac, 1990; Mowday et al., 1982). On the other hand, research has indicated that younger workers demonstrate decreased levels of organizational commitment in comparison to their older colleagues. This is attributed to their comparatively shorter period of employment and lower level of involvement in the organization (Dunham et al., 1994). Meyer and Allen's (1984) proposition posits that advanced age among employees is positively correlated with heightened levels of commitment, which can be ascribed to their elevated job positions and augmented job satisfaction. An

additional plausible explanation is that elderly individuals exhibit greater commitment due to their awareness that withdrawing from the group would result in higher costs compared to staying, as suggested by Parasuraman and Nachman (1987). Several studies have shown that there exists a negative relationship between age and commitment, as evidenced by the works of Goulet and Frank (2002) and Kacmar et al. (1999). In a study conducted by Goulet and Frank (2002), a sample of 228 employees from three distinct sectors, namely public, non-profit, and for-profit, was examined. The results indicated a negative correlation between age and organizational commitment.

Gender. Several research studies examining the association between gender and commitment have yielded incongruous findings. Studies conducted by Angle and Perry (1981) and Mathieu and Zajac (1990) have demonstrated that females tend to display higher levels of commitment in comparison to males. According to Cho and Mor Barak's (2008) research, which examined 381 Korean employees of a prominent company, it was found that males exhibit higher levels of organizational loyalty compared to females. The impact of gender on organizational commitment was analyzed by Aydin et al. (2011) through a meta-analysis. The results of the study indicated that males tend to display a greater degree of commitment in

comparison to females. The current corpus of scholarly works examining the correlation between gender and commitment has predominantly concluded that gender does not constitute a significant predictor of commitment (Al-Ajmi, 2006; Joiner and Bakalis, 2006; Kacmar et al., 1999; Stevens et al., 1978).

Marital status. According to empirical research conducted by Angle and Perry (1983) and Mathieu and Zajac (1990), there exists evidence suggesting that employees who are married exhibit a greater degree of dedication to their organization as compared to their single counterparts. According to Angle and Perry's (1983) proposition, individuals who are married exhibit higher levels of commitment in comparison to unmarried workers, primarily because they have greater familial obligations. The financial burden and familial responsibilities necessitate that married employees persist with their business endeavors, as posited by Angle and Perry (1983). Married individuals tend to demonstrate higher levels of organizational commitment due to the crucial requirement for job security and stability in order to support their families. According to the research conducted by Joiner and Bakalis (2006) on the subject of casual academics in Australia, it was observed that the degree of commitment exhibited by married academics was comparatively lower than that of their unmarried

counterparts. Chughtai and Zafar (2006) conducted an independent investigation and discovered that there was no discernible correlation between marital status and commitment to an organization.

Level of Education. The research indicates that a negative correlation exists between the level of educational attainment and the degree of commitment, as demonstrated by various studies (Angle and Perry, 1983; Iqbal et al., 2011; Joiner and Bakalis, 2006; Mathieu and Zajac, 1990; Rowden, 2000; Tansky et al., 1997). The negative correlation between educational attainment and unemployment rates could be attributed to the expanded range of employment opportunities available to individuals with higher levels of education (Mathieu and Zajac, 1990). According to Chughtai and Zafar (2006) and Joiner and Bakalis (2006), individuals with advanced levels of education generally possess greater job mobility, leading to reduced levels of organizational commitment. Furthermore, research suggests that employees who possess higher levels of education exhibit reduced levels of emotional commitment due to their propensity to hold elevated expectations that may not be fulfilled by the organization (Mowday et al., 1982; Tansky et al., 1997). Previous research has indicated that organizational commitment is not significantly correlated with educational attainment (Balfour and Wechsler, 1996; Chughtai and Zafar, 2006).

Length of service. The available literature suggests a positive correlation between organizational commitment and service or tenure length, as evidenced by studies conducted by Iqbal et al. (2011), Mathieu and Zajac (1990), Meyer and Allen (1997), Meyer et al. (2002), and Salami (2008). Meyer and Allen's (1997) research suggests that a positive correlation exists between employee commitment and retention, whereby highly committed individuals tend to remain with the organization while disengaged individuals tend to leave. According to Iqbal et al. (2011), a research conducted on 65 faculty members from five institutions in Saudi Arabia revealed that an individual's tenure in the organization is the most precise indicator of their commitment. According to Iqbal et al., the responsibility of a faculty member towards the institution is positively correlated with their length of service. According to Meyer and Allen's (1997) observations, employees may develop an emotional connection to their organization over the course of their employment. This emotional bond is strengthened with time, making it challenging for a person to move employment (Iqbal et al., 2011; Meyer and Allen, 1997). The duration of an employee's tenure within an organization could be perceived as a personal investment in the enterprise. As per Becker's (1960) side-bet hypothesis, personal investments encompass aspects such as time, income, advancement, and status (Iqbal et

al., 2011). According to Iqbal et al. (2011), individual contributions have a positive impact on employees' dedication and serve as a deterrent to voluntary turnover within the organization. In contrast, Walumbwa and colleagues (2005) reported divergent findings. The study conducted on bank employees in Kenya and the United States revealed an inverse relationship between organizational commitment and organizational tenure. The study conducted by Chughtai and Zafar (2006) yielded results indicating the absence of any significant correlation between the length of service and organizational commitment. Balfour and Wechsler's (1996) findings indicate that the length of service did not serve as a significant predictor of organizational commitment within the public sector workforce.

Salary. Researchers such as Lum et al. (1998) and Tett & Meyer (1999) have identified various factors that are linked to employee satisfaction and their inclination to leave the organization. One of the factors considered in the study conducted in 1993 was the level of satisfaction with regards to income and career advancement. Suwandi and Indriantoro (1999) refer to several studies conducted by Hellriegel and White (1973), Koch and Steers (1978), Kraut (1975), and Mobley et al. (1978). According to Lum et al. (1998), individuals experience a sense of equity in relation to the remuneration they receive for the work they perform. Handoko (1998)

posits that organizations should take into account the concept of equity while devising their compensation and remuneration strategies. According to Heneman and Schwab's (1988) research, compensation satisfaction is a complex construct that encompasses four distinct subdimensions, namely salary level, salary management system, salary, and allowance rise.

2.5. Research Model and Hypothesis

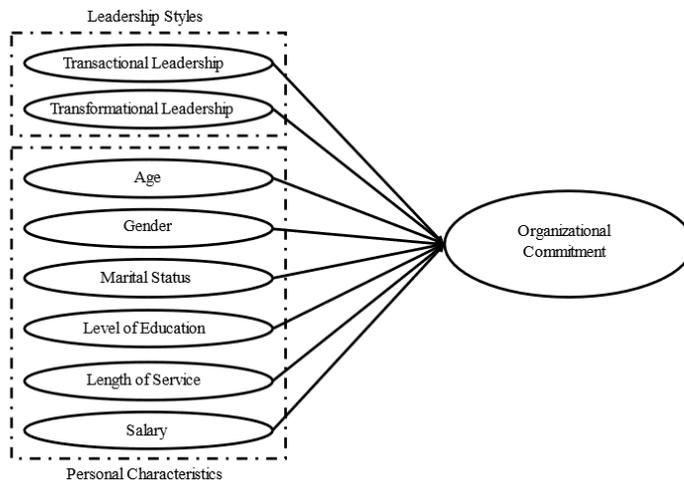


Figure 2 Research Model

H1. The transformational leadership style of the manager has a positive impact on the level of organizational commitment of employees.

H2. The transactional leadership style of the manager has a positive impact on the level of organizational commitment of employees.

H3. There will be a positive relationship between age and the level of

organizational commitment of employees.

H4. Females' employees are more committed compared to male counterparts.

H5. Married employees will be more committed to their organization than single, divorced, or widowed employees.

H6. There will be a positive relationship between the length of service and the level of organizational commitment of employees.

Chapter 3. Method

3.1. Research Design and Procedure

This study's research design is based on a quantitative survey that was made to find out about leadership styles, perceived job autonomy, organizational commitment, and certain demographic details. Survey research is a type of descriptive research. Gay et al. (2006) asserts that when conducting descriptive research, as opposed to experimental research, it is crucial to bear in mind that the outcomes of descriptive survey research regarding particular variables must not be construed in the context of causality between the variables.

Researchers plan research methods so that the research will run effectively and get results that can be used as a guide for future studies. This study was conducted together with the employees from both Sports Organizations.

The data utilized in this investigation were obtained through the mail-based data collection approach. A preliminary email was dispatched to the Human Resource Development (HR) Unit or Department of each of the three Sports Organizations to acquaint them with the researcher, the study's objectives, the forthcoming study timetable, and a solicitation for HR to transmit a survey email to all personnel. The survey package comprises a

cover letter that informs the survey participants of the survey's objective, a statement that elucidates the voluntary nature of the survey, a comprehensive set of instructions for completing the survey, and assurances of confidentiality. The cover letter emphasizes the importance of the genuine completion of every survey for the research's success.

The procedure for collecting data in an informed manner is outlined as follows. The survey materials, comprising a cover letter and questionnaire, were disseminated to the survey respondents through electronic mail by the Human Resource Development Unit. Prior to responding to the survey, every participant was presented with a cover letter. Respondents are required to provide answers to the questions presented via the hyperlink that is enclosed within the electronic mail. A follow-up email was sent to non-respondents four weeks after the survey packet was initially sent, with the aim of improving the response rate.

3.2. Selection of Sample

In empirical research, it is imperative for the researcher to clearly define the target population, encompassing the complete group that the researcher intends to apply the findings to. It is imperative that the sample accurately reflects the characteristics of the population under investigation.

Therefore, the process of designing a sample is crucial to the research inquiry (Gay et al., 2006).

The present investigation employed nonprobability sampling methodology in alignment with the underlying research justification. The researcher has opted for the purposive sampling technique over the other two prevalent methods of sampling, namely convenience sampling and quota sampling. Purposive sampling, also known as judgement sampling, entails the intentional selection of a sample that is considered to be a fitting representation of a given population.

The subjects who participated in this study were all the employees who served with the Malaysian Sports Organizations from the lower level to the top management, including employees with contract and permanent status. Based on the rationale of the study, which is practical rationale, it will basically be goal-directed reasoning from the employees 's goals, and from some actions chosen as a way to implement the goals, to the employees 's reasonable decision to implement the action. This study will involve approximately 400 employees from both Malaysian Sports Organizations (MYS and NSC).

3.3. Instruments

In this study, three well-known tools are used. First, the Multifactor Leadership Questionnaire (MLQ) used to find out how the participants see different styles of leadership. Second, the Personal Characteristics/demographic used to find out how much control employees feel they have over their work methods, schedules, and criteria. Lastly, the Organizational Commitment Questionnaire (OCQ) used to find out how committed the participants are to their organizations.

The survey instruments utilized in this study are comprised of three distinct sections, namely: 1) the Multifactor Leadership Questionnaire (MLQ) which was originally published by Bass and Avolio (1995), 2) Personal Characteristics/Demographic, and 3) the Organizational Commitment Questionnaire (OCQ) which was originally published by Mowday et al. (1979).

Table 1

Research Questionnaire Variables

Variables	Scale	Item	References
Transactional leadership	Multifactor Leadership	12	Bass and Avolio (1995)

Transformational leadership	Questionnaire (MLQ)	20	
Personal Characteristics	Age, gender, marital status, level of education, length of services, and salary	6	-
Organizational commitment	Organizational Commitment Questionnaire (OCQ)	15	Mowday et al. (1979)

3.3.1. Multifactor Leadership Questionnaire (MLQ-5x Short)

The MLQ is widely utilized as an assessment tool for evaluating the transactional and transformational leadership characteristics. The MLQ-5X-Short form, developed by Bass and Avolio in 1995, assesses and distinguishes behaviors linked to transactional and transformational leadership styles.

The questionnaire includes 45 items, which are descriptive in nature requiring a response from the participant based on a 7-point Likert scale (1

= never, 2 = rarely, in less than 10% of the chances when I could have, 3 = occasionally, in about 30% of the chances when I could have, 4 = sometimes, in about 50% of the chances when I could have, 5 = frequently, in about 70% of the chances when I could have, 6 = usually, in about 90% of the chances I could have, and 7 = every time). The inventory comprises a total of 45 items, with 36 items designed to assess leadership behaviors and the remaining 9 items intended to measure outcomes.

The questionnaire comprises 45 items that are categorized into 10 subscales. The assessment tool comprises three subscales that evaluate transactional leadership and four subscales that evaluate transformational leadership. The present study did not employ the 13 subscales that assess levels of laissez-faire, extra efforts, satisfaction, and leader effectiveness. The segment pertaining to transactional leadership comprises 12 questions, which are further categorized into three subscales, namely contingent reward (4), active management-by-exception (4), and passive management-by-exception (4). The section on transformational leadership comprises a total of 20 items that are indicative of four distinct subscales, namely idealized influence (8), inspirational motivation (4), individualized stimulation (4), and intellectual stimulation (4).

3.3.2. Personal Characteristics Questionnaire

Age. This variable was tested by requesting that the responder select the category corresponding to his age range. According to the Malaysia Service Circular 2008 (Number 6), the age limit for civil servants starts at the age of 19 and the retirement age limit is 60 years. Thus, there were four categories listed. The first category (coded 1) was less than 30 years, the second category (coded 2) was 31-40 years, the third category (coded 3) was 41-50 years, and the fourth category (coded 4) was 50 years and above.

Level of education. Level of education was measured by asking the respondent to select the category that indicated their educational level. There were five categories, ranging from high school (coded 1) to a doctorate (coded 5). The minimum requirement to apply for a job in Malaysia mostly require high school certificate or known as *Sijil Pelajaran Malaysia* (SPM) or *Sijil Rendah Persekutuan* (SRP). Then diploma level or similar known as *Sijil Tinggi Pelajaran Malaysia* (STPM) and *Sijil Tinggi Agama Malaysia* (STAM). After that it comes to bachelor's degree, masters' degree, and doctorate.

The respondents were requested to indicate their marital status by selecting the category that best described their current situation. The available categories for selection were single (coded as 1), married (coded

as 2), divorced (coded as 3), and widowed (coded as 4).

Monthly salary. Salary for civil servants in Malaysia is according to the circular issued by the Public Service Department (JPA) based on occupational level and years of service. The respondents' salaries (monthly income) were determined by asking them to select the category that reflected their wage range. In Malaysia, salaries are paid in Ringgit Malaysia (RM), hence the salary was expressed in Ringgit Malaysia. Each U.S. dollar equals 4.75 Ringgit Malaysia (as of October 2022). The salaries were categorized into five groups. The first category (coded 1) included salaries less than RM 3,000, the second category included salaries RM 3,001 - 6,000, the third category included salaries RM 6,001 - 9,000, the fourth category included salaries RM 9,001 - 12,000, and the fifth category included salaries that were more than RM 12,000.

Length of service. The respondents' length of service was determined by asking them to select the category according to their number of years of service. The following codes were applied to the categories: less than one year (coded 1), more than 1 year but less than 5 years (coded 2), more than 5 years but less than 10 years (coded 3), and more than 10 years (coded 4).

3.3.3. Organizational Commitment Questionnaire (OCQ)

Mowday et al. (1979) developed the Organizational Commitment Questionnaire (OCQ) as a tool for assessing the degree of commitment and the potency of individuals' affiliation with organizations. According to Mowday et al. (1979), the OCQ has the ability to assess an individual's endorsement and adherence to the objectives and principles of an organization, inclination to expend substantial energy for the betterment of the organization, and intention to maintain membership within the organization. The Organizational Commitment Questionnaire (OCQ) is considered the most extensively recognized tool for assessing organizational commitment. The OCQ tool is freely accessible in the public domain without any associated charges.

The OCQ includes 15 statements which are descriptive in nature requiring a response from the participant based on a seven-point Likert-style scale with the following ratings (1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = neither disagree nor agree, 5 = slightly agree, 6 = moderately agree, and 7 = strongly agree). Out of the 15 questions, a total of 9 items including question 1, 2, 4, 5, 6, 8, 10, 13, and 14 are items which are not reverse scored, and a total of 6 items including question 3, 7, 9, 11, 12, and 15 are reverse scored items.

3.4. Data Analysis

To test the hypothesis presented in this study, the data analysis was executed using version 26.0 of the Statistical Package for the Social Science (SPSS). Several statistical tools were utilized. The comprise of descriptive statistics that delineate the diverse attributes of the participants. The research utilized a fundamental individual regression analysis to examine the associations between the dependent variable, which is organizational commitment, and the chosen independent variables.

The research employed a multiple regression analysis to ascertain the extent of association between the dependent variable, organizational commitment, and each of the independent variables being examined. Hierarchical regression also was used. The present paradigm involves the construction of multiple regression models through the incremental addition of variables to a preceding model at each stage. Subsequently, the later models invariably encompass smaller models from earlier stages.

Researcher interest is to determine whether newly added variables show a significant improvement in R^2 (the proportion of explained variance in DV by the model).

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Chapter 4. Result

The goal of this research was to explore the perceived leadership styles and personal characteristics effect on organizational commitment among Malaysia Sports Organization employees. The employees' perception of their supervisor's use of transformational and transactional styles of leadership and their personal characteristics factors that affect their organizational commitment was specifically studied.

Perceived leadership styles of employees' supervisors were scored using the MLQ-5X-Short form. Perceived leadership styles and personal characteristics factors were the independent variables, and the organizational commitment were the dependent variables. The data in this study was collected as close to simultaneously as possible: over a three-week period. Limitations to the simultaneous collection of data include the rate at which the Ministry of Youth and Sports approval was obtained, the rate at which email surveys were sent to employees, and the rate at which employees responded to the email invitation. There is no missing data while the data collection process because all the questionnaires need to be answered before the respondents proceed to the next section.

The data from the surveys were entered into the Statistical Package for Social Sciences (SPSS) software. The statistical tests included

descriptive statistics and statistical analysis which are multiple regression and hierarchical regression analysis.

4.1. Description of Respondents' Characteristics

This study was conducted among the Sports Administrators in the Malaysia Sports Organizations which are Ministry of Youth and Sports Malaysia and National Sports Council. The overall sample for this study was n=235.

For gender, results shows that 66.4% or 156 of the respondents are female and 33.6% or 79 of the respondents are male. Most of the respondents is female. For the age distribution of the respondents, results show that 54.9% or 129 of the respondents are less than 40 years old and 45.1% or 106 of the respondents are more than 40 years old. Most of the respondents is less than 40 years old. For the marital status distribution of the respondents, results show that 30.2% or 71 are single, 60.9% or 143 are married, and 8.9% or 21 of the respondents are unknown. The highest respondents' marital status is married. For the length of services distribution of the respondents, results show that 32.3% or 76 are less than 5 years and 67.7% or 159 are more than 5 years. The highest respondents' length of service is more than 5 years.

For the gross monthly salary, most of the respondents which is

70.6% or 166 of the respondents' salary is between RM3001 to RM6000 and 29.4% or 69 of the respondents' salary is sum of the other categories. Same goes to the highest level of education, most of the respondents which is 76.2% or 179 of the respondents has a bachelor's degree and 23.8% or 56 of the respondents has another other qualification for their highest level of education. Due to that, salary and highest level of education factors will not be included in this research.

4.2. Descriptive statistics

Table 2 presents the score scale, mean, and standard deviation of all the scales utilized in the current investigation. The presented tabular data indicates that the range of values represents the minimum and maximum scores for each respective variable. The mean is the most frequently utilized measure of central tendency, computed by dividing the sum of all scores in a given set by the total number of scores. According to Gall et al. (1996), the standard deviation (SD) is a metric that quantifies the degree to which the scores within a distribution diverge from their mean (p. 770).

Table 2*Mean and Standard Deviation of Variables*

	N	Score scale	Mean	SD
Transactional Leadership	235	1-7	5.71	.52166
Transformational Leadership	235	1-7	5.59	.61186
Organizational Commitment	235	1-7	5.97	.50852

The Transactional Leadership Scale consisted of a total of 12 items that were associated with three distinct subscales, namely Contingent Rewards, Management by Exception (Active), and Management by Exception (Passive). The range of scores for this variable on the instrument spanned from 1 to 7 points. The minimum achievable score for the transactional category is 12, while the maximum attainable score is 84. The categorization of managers was determined by their respective scores and grouped into distinct categories. During the age range of 12 to 17, individuals exhibited infrequent transactional behavior. Between the ages of 18 and 29, transactional behavior was seldom observed. In the age range of 30 to 41, transactional behavior was occasionally displayed. Between 42 and 53 years of age, individuals exhibited transactional behavior on some occasions. The age range of 54 to 65 was characterized by frequent

transactional behavior. Individuals between the ages of 66 and 77 were observed to display transactional behavior on a regular basis. Finally, individuals between the ages of 78 and 84 exhibited a high degree of transactional behavior. As a result, an increase in the score indicates a greater degree of transactional management, while a decrease in the score suggests less transactional management on the part of the manager.

The range of the transformational leadership scale was determined by the scoring of 20 questions, each of which was assigned a value between 1 and 7 points. The resulting range of scores was from 20 to 140. The level of transformational leadership exhibited by a manager is directly proportional to their score, with higher scores indicating greater transformational management and lower scores indicating lesser transformational management. The managers were classified into distinct categories based on their scores. Those who scored between 20 and 30 were deemed non-transformational, while those who scored between 31 and 50 were classified as rarely transformational. Managers who scored between 51 and 70 were considered to be occasionally transformational, whereas those who scored between 71 and 90 were categorized as sometimes transformational. Those who scored between 91 and 110 were deemed frequently transformational, while those who scored between 110 and 130

were usually transformational. Finally, managers who scored between 131 and 140 were classified as highly transformational.

The organizational commitment scale consisted of 9 questions. Each question received between 1 and 7 points. As a result, the range was 15 to 105. Between 15 and 52, employees were deemed disengaged or uncommitted. However, employees with a score between 68 and 105 were deemed to be devoted to the organization or very committed. Those with a score in the middle were deemed neutral, as they were neither uncommitted nor very committed to the organization.

4.3. Reliability and validity test

In this study, tests of internal consistency were conducted to determine the reliability of each measure. Cronbach's Alpha coefficients for the Organizational Commitment Questionnaire, transformational leadership scale, and transactional leadership scale were reported as 0.75, 0.85, and 0.79 respectively.

The validity of utilizing regression techniques in this study was tested by estimating the correlations between the independent variables. As per Lewis-Beck's (1980) findings, the issue of multicollinearity can be deemed insignificant if the maximum correlation observed among the

independent variables is below the threshold of .8. The study's results indicate that none of the independent variables in the Multifactor Leadership Questionnaire (MLQ) and Organizational Commitment Questionnaire (OCQ) achieved a correlation level of .80. Furthermore, the study performed correlation analyses to examine the relationship between the subscales of the Multifactor Leadership Questionnaire (MLQ) and the scale measuring organizational commitment. The outcomes are presented in Table 3.

Table 3

Intercorrelation of the variables

Variable	1	2	3
Transformational Leadership	-		
Transactional Leadership	.345**	-	
Organizational Commitment	.231**	.202**	-

**p < .01.

The obtained correlations provide empirical evidence that supports the construct validity of the measures used to assess organizational commitment, transactional leadership, and transformational leadership, which is consistent with theoretical expectations. There exists a positive and significant correlation between transactional and transformational leadership

and organizational commitment. Table 3 displays a statistically significant correlation between the transactional and transformational scales, with a coefficient of .345 at a significance level of .01.

Bass and Avolio (1995) hypothesized that a strong positive correlation would be present between transformational measures and transactional leadership based on contingent reward. The occurrence in question has been attributed to three factors by Bass and Avolio (1995). They report:

Transactional and transformational leadership are two forms of leadership that are characterized by their active and positive nature. Subsequently, various studies have demonstrated that leaders exhibit both transactional and transformational behaviors. According to Shamir's (1995) perspective, reliable adherence to transactional agreements fosters trust, reliability, and the perception of consistency between leaders and followers. These elements serve as fundamental components of transformational leadership (Shamir, 1995, p. 11).

In general, the results indicated that the data were appropriate for regression analysis.

4.4. Testing the hypothesis

Hypothesis 1: The transformational leadership style of the manager has a positive impact on the level of organizational commitment of employees.

Hypothesis 2: The transactional leadership style of the manager has a positive impact on the level of organizational commitment of employees.

Table 4

Regression Results of Leadership Styles on Organizational Commitment

Independent variable	Std beta Model 1	Sig.
Model variables		
Transformational Leadership	.183	.007**
Transactional Leadership	.139	.041*
R ²	.070	
Adj R ²	.062	

**p < .01. *p < .05.

Table 4 indicates that the regression coefficient demonstrated a statistically significant positive correlation between the transformational and transactional leadership styles of managers and the level of organizational commitment exhibited by employees. If transformational leadership

increases by 1 unit, it can increase .183 of the organizational commitment when they control the transactional leadership style. If transactional leadership increases by 1 unit, it can increase .139 of the organizational commitment when they control the transformational leadership style. The results were in line with the idea. So, each hypothesis was accepted.

Hypothesis 3: There will be a positive relationship between age and the level of organizational commitment of employees.

Hypothesis 4: Female employees are more committed compared to male counterparts.

Hypothesis 5: Married employees will be more committed to their organization than single employees.

Hypothesis 6: There will be a positive relationship between the length of service and the level of organizational commitment of employees.

Table 5

Regression Results of Personal Characteristic on Organizational Commitment

Independent variable	Std beta Model 2	Sig.
Model variables		
Age	-.041	.646
Gender	-.054	.441

Marital status	-.098	.270
Length of service	.037	.741
Organization	-.014	.866
<hr/>		
R ²	.012	
Adj R ²	-.012	
<hr/>		

The regression coefficient in Table 5 showed the impact between personal characteristics with the organizational commitment of employees. Based on the findings it shows that there is less evidence to demonstrate the relationship between personal characteristics and organizational commitment. Thus, all the hypotheses are rejected.

Concluding this section, it is imperative to incorporate the outcomes of the comprehensive regression model, encompassing the multiple regression of all the independent variables employed in the investigation on the dependent variable, namely organizational commitment. The findings presented in Table 6 indicate that the independent variables collectively account for approximately 7.4% of the overall variance observed in employees' level of organizational commitment.

Table 6*Regression Results of all the Independent Variables on Organizational Commitment*

Independent variable	Std beta	Sig.	Std beta	Sig.
Model variables			Model 3	
Age	-.041	.646	-.015	.866
Gender	-.054	.441	-.028	.684
Marital status	-.098	.270	-.077	.375
Length of service	.037	.741	.012	.909
Organization	-.014	.866	-.028	.725
Transformational Leadership			.191	.010**
Transactional Leadership			.112	.126
R ²			.074	
Adj R ²			.043	
R ² Change			.062	
F Value			2.363	

**p < .01.

Chapter 5. Discussion

5.1. Discussion

The research questions for this study include the following:

1. What leadership characteristics do managers possess as interpreted by those managers' respective employees?
2. Is there a difference in the level of commitment among employees on the basis of personal characteristics variables?

To find answers to these questions, the research on leadership and organizational commitment was looked at in depth. The researcher came up with and tested 6 hypotheses based on the review of the literature.

Prior to discussing the results of hypothesis testing, it is pertinent to make certain observations pertaining to the attributes of the participants. The results of the study indicate that a significant proportion of the participants were female (66.4%, 156 respondents), below the age of 40 (54.9%, 129 respondents), married (60.9%, 143 respondents), with work experience exceeding five years (67.7%, 159 respondents), and currently employed at the Ministry of Youth and Sports (71.1%, 167 respondents).

The results of the hypothesis testing indicated that solely two

hypotheses were deemed acceptable, while four others were deemed invalid. The study's results indicate that a significant proportion of employees in both organizations exhibited a high level of commitment to remain with their respective organizations, as evidenced by a mean score of 5.75 on a 7-point scale. Conversely, a smaller percentage of employees expressed either neutral or uncommitted attitudes towards their organizations.

The results also showed that devoted employees' average organizational commitment score (53.79) was within the range of highly committed in terms of organizational commitment level. The highly committed category of organizational commitment had a maximum score of 63 and a minimum score of 9.

These findings are in line with the claim that most employees are loyal to their organization. In other words, both organizations' employees appear content with their current workplaces. An uncommitted employee might not be seen as an organization member and may not be putting any effort into hard job activities to achieve better outcomes. Those that are committed to their organization are said to be goal and result driven. Highly motivated employees are those who want to stay with their employers (Mowday, Porter & Steers, 1982).

Research Question 1: What leadership characteristics do managers possess as interpreted by those managers' respective employees?

The first research question was addressed by means of hypotheses 1 and 2. The results indicate a significant statistical correlation between leadership and organizational commitment.

According to the survey results, a majority of the employees at MSO perceived their bosses to be transactional in nature. The observed result was consistent with the hypotheses posited by the study. Based on the data, it can be observed that the mean score for transactional managers was approximately 5.71. The findings suggest that a significant proportion of managers at the intermediate level within MSO exhibit transactional leadership characteristics. According to the literature, transactional leadership is a leadership style that is based on a mutually beneficial exchange between the leader and the follower.

Transactional leaders prioritize the lucidity of job expectations and the implementation of contingent incentives, as per Bass (1990). This result might be explained by the fact that the administrative structure in Malaysia is largely centralized and permits managers to act within defined functions. In administrative procedures in Malaysia, for example, contingent

benefits are essentially nonexistent. The perspective of MSO personnel regarding their supervisors as transactional was consistent with findings from past research studies showing Malaysian managers were conventional and routine-oriented (Al-Awaji, 1971; Al-Harran, 1996; Isagholian, 1987).

The present study has demonstrated that the association between transformational leaders and organizational commitment is of greater significance and possesses a higher degree of strength. This is consistent with the findings of prior research conducted by Shamir, Zakay, Breinin, Popper, and Popper (1998) as well as Walumbwa and Lawler (2003). The study revealed that leaders who adopt transformational leadership styles exhibit greater efficacy in fostering heightened levels of commitment among individuals, as compared to their transactional counterparts.

According to Brower, Schoorman, and Tan (2000), effective managers do not operate independently from their subordinates. In lieu of working in isolation, individuals tend to collaborate with their colleagues, and the dynamic between a superior and a junior staff member is recognized for its multifaceted, interdependent, and mutually beneficial nature within the company.

Research Question 2: Is there a difference in the level of commitment

among employees on the basis of personal characteristics variables?

Research question two was answered via hypothesis 3,4,5 and 6. There is not much that can be discussed about the relationship between personal characteristics and organizational commitment in this study because of the few supporting evidence.

This discovery has been corroborated by multiple studies that have utilized individual attributes such as age, length of employment, educational attainment, and marital status as indicators of dedication (Angle and Perry, 1981; Chughtai and Zafar, 2006; Steers, 1977); however, these investigations have produced inconsistent outcomes. Another study suggests that individual characteristics do not have a significant impact on commitment (Balfour & Wechsler, 1996).

The investigator conducted a multivariate regression analysis to examine the relationship between the independent variables and the dependent variable, which was organizational commitment. Although the majority of the relationships were not statistically significant ($p > .05$), the results of the multiple regression (the complete model) were generally consistent in direction with the results of the simple individual regression, and the overall regression was statistically significant as indicated by the F-

test. There may be multicollinearity in the overall regression; hence, the significance tests for the individual variables may be inaccurate.

The study's model demonstrated the importance of the research by elucidating more than 32% of the total variability in the levels of organizational commitment among MYS and NSC staff. Furthermore, the findings of the study indicate that the employee exhibiting the greatest degree of dedication possesses characteristics such as advanced age, lower educational attainment, longer tenure, marital status, and is under the supervision of a manager who employs both transformational and transactional leadership approaches.

5.2. Limitation

Similar to all other studies, this study also has several limitations. Time constraints are the most significant limitation faced by researchers. Limited time to obtain additional respondent feedback. During the study period, there were few important events in Malaysia (SUKMA Games and general election). In addition, the Human Resource Department must wait a considerable amount of time for permission from senior management before disseminating the questionnaire to its employees. Secondly are responses from survey participants are inconsistent. It could be because there are too

many questions or because they do not comprehend the questionnaire.

Aside from transformational and transactional leadership, there are different leadership styles from the other researchers such as Goleman leadership styles, Kurt Lewin leadership styles, democratic leadership styles, and autocratic leadership styles. For future research, researcher can use different leadership styles to measure the organizational commitment in sports or any organizations.

5.3. Conclusion

Understanding the elements that could have an impact on employees' behaviors in organizations is crucial as organizations work to improve. Organizational commitment and leadership were the two key topics of this study in the area of organizational behavior. According to the literature, both topics are crucial to the success of any organization, whether it is public or private.

Based on the findings of the study, the researcher arrived at the subsequent conclusions. The study's results indicate that the organizational commitment levels of MYS and NSC employees were positively influenced by both transactional and transformational leadership styles. The results provide further support for the universality of Bass's augmentation theory of

leadership, which posits that successful leaders exhibit both transformative and transactional behaviors, as they relate to organizational dedication. Bass (1996) posits that the notion of transformational or transactional leadership exhibits significant potential across cultures, albeit requiring adjustments and refinements, particularly in non-Western contexts (p. 754). The findings of this investigation indicate that, consistent with Bass's theoretical framework that underscores the significance of transformative leadership, followers of transformational leaders exhibited greater commitment to MYS and NSC compared to those who were under transactional leaders.

Second, the majority of MYS and NSC employees were determined to be loyal to the company, is shown by the high level of their organizational commitment level.

Finally, this study clearly shows that transformational leadership is the best type of leadership for motivating employees to support organizational change, which can help change implementation and lead to higher organizational performance especially in Malaysia sports organizations.

5.4. Practical implications and direction for future research

For practical implication, this study will help management in Malaysia, in sports organizations specially to measure the extent of their employees' organizational commitment to the perceived leadership style. In addition, this study may also help managers tend to the right leadership style for the organization's employees. Although this study was conducted on civil servants, it will give a clear picture of the leadership style in improving organizational commitment in an organization in Malaysia in particular.

For future research, a more specific way is needed to involve high-ranking officials of the organization answering the questionnaire. This can be proven by looking at the monthly gross salary which is RM3000 to RM6000 while the salary of the organization's top officials is higher than that amount. Secondly, the use of self-report measures, which could lead to results being influenced by method variance, the subjective evaluation of subjects for measuring improved performance, and the use of subordinates' evaluations only when evaluating supervisors' leadership styles are additional potential limitations of this study. Finally, further study across various cultures is required to evaluate the influence of culture in these relationships.

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국 문 초 록

리더십 스타일과 개인 특성이 말레이시아 스포츠 기관의 직원들의 조직적 헌신에 미치는 영향에 대해 조사한 연구입니다

Amir Najib bin Rozlan

글로벌스포츠매니지먼트 전공

체육교육학과

서울대학교 대학원

이 연구는 말레이시아 스포츠 기관 내에서 리더십 스타일과 개인 특성이 직원들의 조직적 헌신에 미치는 영향을 조사합니다. 이 연구는 리더십 실천과 개인적 특성이 직원들의 스포츠 기관에 대한 헌신에 어떻게 영향을 미치는지 이해하는 데 기여하고자 합니다.

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변혁적 리더십, 거래적 리더십, 중복적 리더십을 포함한 다양한 리더십 이론을 통합하여 조직적 헌신에 미치는 영향을 분석합니다. 이 연구의 표본은 청소년 및 스포츠부 말레이시아와 말레이시아 국립스포츠협회의 직원으로 구성됩니다. 양적 단계에서는 리더십 스타일, 개인 특성, 조직적 헌신에 대한 직원들의 인식을 평가하기 위해 설문 조사가 배포됩니다. 수집된 데이터는 회귀 분석과 상관 분석과 같은 통계 기법을 사용하여 유의한 관계와 패턴을 확인하는 데 사용됩니다.

이 연구의 결과는 스포츠 기관 내에서 직원들의 조직적 헌신에 긍정적으로 영향을 미치는 구체적인 리더십 스타일과 개인 특성을 조명함으로써 기존의 문헌에 기여합니다. 또한 개선할 수 있는 잠재적인 영역을 강조하고 조직적 헌신을 강화하기 위한 리더십 실천을 향상시키기 위한 권고사항을 제시합니다.

이 연구는 스포츠 기관에게 중요한 의의가 있으며, 직원의 헌신에 영향을 미치는 요소를 이해함으로써 조직의 성과, 직원의 만족도 및 전반적인 성공에 기여할 수 있습니다. 효과적인 리더십 스타일을 파악하고 개인적 특성의 중요성을 인식함으로써 스포츠 기관은 긍정적인 작업 환경을 조성하고 직원 참여와 헌신을

향상시키기 위한 전략을 개발할 수 있습니다.

주요어 : 거래적 리더십, 변혁적 리더십, 인지된 직무 자율성,
조직적 헌신, 말레이시아 스포츠 기관.

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