



Faculty of Cognitive Sciences and Human Development

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES' JOB COMMITMENT IN
PRIVATE SECTOR**

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This project is submitted
in partial fulfilment of the requirements for a
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ABSTRACT

This study examines the relationship between transformational leadership style, transactional leadership style, and laissez-faire leadership style and employees' job commitment in a private sector organization. The study involved a total of 121 employees from a private company in Kuching, Sarawak. Using Spearman correlation analysis, the findings revealed a strong and positive relationship between transformational leadership style and employees' job commitment. Transactional leadership style also showed a strong positive correlation, while laissez-faire leadership style demonstrated a moderate but significant relationship with job commitment. The study concludes that transformational leadership is the most effective in enhancing employee commitment. Several recommendations for future research and leadership development practices are discussed.

ABSTRAK

Kajian ini meneliti hubungan antara gaya kepimpinan transformasional, gaya kepimpinan transaksional, dan gaya kepimpinan laissez-faire terhadap komitmen kerja pekerja dalam sebuah organisasi sektor swasta. Kajian ini melibatkan seramai 121 orang pekerja dari sebuah syarikat swasta di Kuching, Sarawak. Melalui analisis korelasi Spearman, dapatan kajian menunjukkan terdapat hubungan yang kuat dan positif antara gaya kepimpinan transformasional dengan komitmen kerja pekerja. Gaya kepimpinan transaksional juga menunjukkan hubungan positif yang kuat, manakala gaya kepimpinan laissez-faire menunjukkan hubungan yang sederhana tetapi signifikan dengan komitmen kerja. Kajian ini merumuskan bahawa gaya kepimpinan transformasional adalah yang paling berkesan dalam meningkatkan komitmen pekerja. Beberapa cadangan untuk kajian masa hadapan dan pembangunan kepimpinan turut dibincangkan.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

There are nine sections in this chapter, which cover the study's background, its problem statement, its research objectives, research hypotheses, theoretical framework, its significance, study limitations, and a summary.

1.2 Background of Study

Leadership style has become one of the most important factors influencing employee behavior and attitudes, including organizational commitment. In order to achieve similar objectives, leaders in organizations adopt various leadership styles (Fahmi & Krisna, 2021). In recent years, leadership styles have emerged as significant issues in management, with numerous studies examining how they affect employee performance within organizations (Mickson & Anlesinya, 2019). Mufti et al., 2019 state that it is challenging for employers to maintain productivity, profitability, and competitive advantage in organizations without a strong leadership approach.

An organization's effectiveness is strengthened when its vision, mission, and goals are embraced by its employees. Organizations face new challenges when it comes to developing organizational commitment. Several studies indicate that employee commitment plays a crucial role in an organization's success (Reyaz, 2024) . It is therefore vital to understand the importance of job commitment. An organization's success and growth depends on job commitment because it affects performance, absenteeism, turnover, citizenship behaviors, and intentions (Megawati et al., 2022). Various studies have shown that organizational commitment has significant implications for both employees and employers.

An organization should identify which aspects contribute to the improvement of job commitment among its employees. Leadership style can make a significant difference when it comes to promoting employee commitment, which is essential for

companies to be able to execute strategies, achieve goals, and maximize human capital effectively (Mansour & Elziny, 2020). The effectiveness of an organization, the level of job satisfaction, the organizational culture, and the level of job commitment are all linked to the leadership model. In recent research, Mufti et al. (2019) found that transformational and transactional leadership styles positively impact job commitment.

Thus, leadership is a critical factor in developing organizational commitment among employees. The success of an organization relies on its subordinates being dedicated, motivated and committed to enhancing the organization's core competencies and securing competitive advantages.

1.3 Problem Statement

Although leadership theory has been in use since the early 19th and 20th centuries, much of the literature concerning leadership fails to make clear distinctions in certain definitions, leading to confusion regarding effective leadership in recent years Black (2015). In addition, there is a lack of coherence and agreement in the knowledge of leadership among HRD practitioners and organizations (Nientied & Toska, 2022). Research has shown that leadership results remain unclear and inconsistent, and there is no consensus on a method to measure the nature and repercussions of successful leadership (Wenner & Campbell, 2016).

There is also a tendency to promote constructive leadership methods, such as transformational leadership, authentic leadership, and ethical leadership, even though destructive leadership styles are more prevalent in the workplace than constructive ones (Sivaruban, 2021). Despite the devastating consequences of destructive leadership for subordinates and organizations, empirical research on the behavior of destructive leaders is limited (James et al., 2021). There are few research studies that address laissez-faire leadership unless it is viewed as a non-leader (Mezinova et al., 2022). While several studies have examined the impact of transformational and transactional leadership styles on job commitment (Ajia, 2021), there is a notable absence of research exploring the direct impact of laissez-faire leadership style on employees' job commitment within organizations. Thus, this study explores laissez-faire leadership style in conjunction with two other leadership styles to determine

whether they influence employee commitment.

Malaysian workers are often criticized for their low commitment to their employers, with employees often leaving for higher salaries (Mango, 2018). Organizational success depends not only on how it utilizes its competencies and human capital, but also how it fosters employee commitment (Nientied & Toska, 2022). Due to this, Malaysian companies face a significant challenge in fostering employee loyalty and commitment. Thus in this study, we examine whether leadership styles affect job commitment among employees in Malaysian organizations.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study is to identify the effect of leadership styles on employees' job commitment in the private sector.

1.4.2 Specific Objectives

1. To identify the effect of transformational leadership style on employees' job commitment in private sector.
2. To identify the effect of transactional leadership style on employees' job commitment in private sector.
3. To identify the effect of laissez-faire leadership style on employees' job commitment in private sector.

1.5 Research Hypothesis

HO₁: There is a significant relationship between transformational leadership style and employees' job commitment in private sector.

HO₂: There is a significant relationship between transactional leadership style and employees' job commitment in private sector.

HO₃: There is a significant relationship between laissez-faire leadership style and employees' job commitment in private sector.

1.6 Conceptual Framework

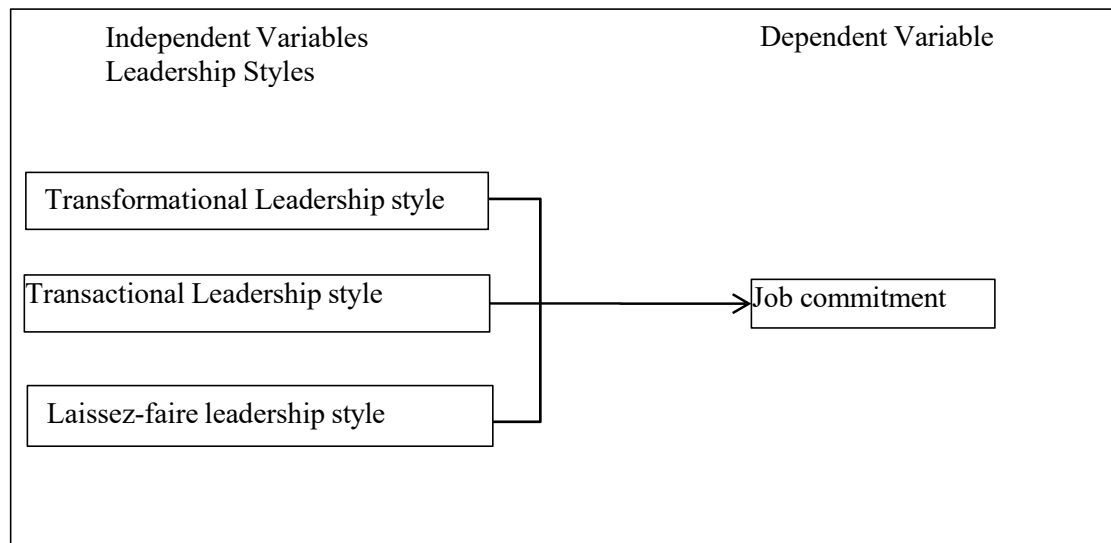


Figure 1. Conceptual Framework

1.7 Significance of Study

In this study, the relationship between leadership styles and job commitment of private sector employees was examined. In addition, it provides insight into the impact of a types of leadership styles on the commitment of employees to an organization in the private sector. Additionally, the results of this research will be used for the organizations particularly in Malaysia as a guidance to help them improve their organizational commitment based on the chosen leadership styles.

Additionally, this study will help benefit the researchers in the future as it allows them to explore more relevant information about the preferred styles of leadership for an organization in order to improve the job commitment in the company. Researchers are not only able to seek related data, but it is also useful for future studies, particularly in quantitative methods.

Furthermore, this research is essential for Human resources practitioners, especially for top management. As a result of this research, they will be able to categorize their leaders' leadership styles. Furthermore, it determines how an organization's leader can formulate and employ a productive leadership style to lead their employees as well as improve their job commitment.

1.8 Limitation of Study

This research has several limitations. As a first limitation, this study only examines three types of leadership styles, namely transformational, transactional, and laissez-faire, as factors affecting employees' commitment. The study, however, is only conducted within Kuching, Sarawak, among employees of one organization. Other employees from other organizations are not eligible to participate in this research. Because of this, the findings of this study cannot be regarded as representative of the entire population. Furthermore, it could not be generalized to other Malaysian organizations. Additionally, respondents were also given a questionnaire based on their employment status. A lack of cooperation by respondents may negatively affect the overall results of this research.

The methodology used in this study relies on distributing a questionnaire, a quantitative approach. It is possible, therefore, that the results of this study aren't accurate, and that the data contains invalid information. As a result, this study cannot be more advanced or solid if it had a better data set, since no observations or interviews were conducted.

1.9 Definition of Terms

Table 1. Definition of Terms

Term	Conceptual Definition	Operational Definition
Leadership style	Ghafoor et al., 2021, wrote that leadership style is a method that helps followers achieve their objectives at work. In turn, this inspires subordinates to be creative, open, and adaptable to new and developed practices.	Leaders' leadership styles determine how they influence other members of their group and subordinates to achieve goals by contributing to their organization's success and efficiency.

Transformational leadership style	This leadership style is characterized by fostering an environment of trust, collaboration, and shared vision in order to inspire and motivate followers to achieve extraordinary outcomes. Leaders of this style create significant change and encourage personal and professional growth among their team members (Curtis, 2020).	Transformational leadership can be measured by specific behaviors, such as the ability to articulate a compelling vision, provide individualized support, and stimulate intellectual engagement.
Transactional leadership style	Transactional leadership involves rewarding and punishing followers based on structured tasks. It	The use of performance-based incentives and corrective actions by leaders can be used

	emphasizes the importance of clear roles and expectations, where compliance is achieved through contingent rewards (Purwandoko, 2023).	to assess transactional leadership.
Laissez-faire leadership style	Laissez-faire leadership refers to a hands-off approach where team members are allowed to make their own decisions without requiring much leadership guidance. It can lead to a lack of direction and accountability within a team (Kelly & Hearld, 2020).	Laissez-faire leadership styles can be evaluated by measuring the extent to which leaders delegate authority and provide little feedback or support to their team members.
Job commitment	Job commitment is the psychological attachment and loyalty an employee has to his or her job and employer. It reflects how dedicated and involved an employee is in their work (Oruh et al., 2021).	Job commitment can be assessed through different indicators, such as retention rates, engagement levels, and overall job satisfaction.

1.10 Summary

Overall, this chapter discusses leadership styles and job commitment. A research question and framework were outlined as well as a background, a problem statement, a hypothesis, and a research objective. Furthermore, there were discussions of the study's significance, limitations, and definitions of terms. In the following chapter, is going to be the discussion of the literature review that was conducted for this research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The purpose of this section was to provide an overview of the related literature. The first session discussed leadership styles and job commitment. As well as discussing related theories and models, this chapter discusses similar findings from the past. Last but not least, a short summary of this chapter was provided.

2.2 Leadership Style

It is imperative that people strive to connect with others and to demonstrate leadership regardless of the era, the culture, the social or economic status of a society (Kozlowski, 2012). As defined by Amanchukwu et al. (2015), it is an ability to influence a crowd or of workers toward one same goal through the implementation of the way leaders and followers think from the perspectives of ability, proficiency, and principles. As such, it involves establishing and maintaining connections between those who wish to guide and those who wish to pursue (Hersey et al., 2016). A leader's role is to influence followers to meet similar goals through the interaction between them and the leader, as stated by Yukl (2008).

Leadership styles differ between leaders who connect with subordinates of different backgrounds, although a new leadership style is frequently employed to improve performance for a variety of reasons (Zehir et al., 2011). Additionally, leadership style relates to providing guidance and references to subordinates, executing plans, and inspiring others (Northouse, 2018). According to Al-Daibat (2017), leadership styles are a collection of behaviors displayed by leaders in an organization in response to internal or external stress, which result in subordinates' attitudes toward the organization being negatively impacted. To put it another way, leadership style refers to a combination of beliefs and behaviors that indicate how individuals interact with their team members on a regular basis (Dubrin, 2004).

The concept of leadership refers to coordinating process flows within an organization by using human and material resources (Amanchukwu et al., 2015). Using the full range leadership model, Yasir et al. (2016) claim that leadership is a continual process that includes a non-effective approach (laissez-faire leadership), a committed approach (transactional leadership), and a transformational leadership approach (transformational leadership).

2.2.1 Transformational Leadership Style

Transformational leadership emphasizes inspiring and motivating followers through a shared vision and strong interpersonal relationships. Through this approach, employees are empowered to exceed expectations and contribute meaningfully to the organization's goals. Transformational leaders increase organizational commitment and job satisfaction, which contributes to improved performance outcomes (Curtis et al., 2017). This type of leadership fosters trust and open communication, which encourages innovation and collaboration, driving success for their organizations (Metz et al., 2019). Based on Tajasom et al. (2015), transformational leaders influence the values, beliefs, and personalities of their subordinates in order to accomplish the organization's objectives. (Anwar et al., 2023) indicates that transformational leadership enhances employee commitment and performance by creating an environment that is supportive and motivates employees to align with organizational objectives and values.

A transformational leader is characterized by four key behavioral elements: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. As noted by (Metz et al., 2019), idealized influence implies charisma and ethical behavior on the part of leaders, which fosters trust and admiration among followers. By articulating a compelling vision and setting high expectations, inspirational motivation motivates followers to do more than they expected (Peng, 2021). Through intellectual stimulation, followers can challenge the status quo without fear of criticism, thus promoting creativity and innovation (Curtis et al., 2017).

Last but not least, individual consideration emphasizes the importance of providing followers with personalized attention and support, which enables them to

reach their full potential (Zhang & Xu, 2021). In combination, these elements demonstrate how transformational leadership can significantly improve employee engagement and organizational performance.

2.2.2 Transactional Leadership Style

A transactional approach to leadership has been found useful for leaders who use carrot- and-stick strategies to accomplish organizational goals (Al-Daibat, 2017). A leader rewards subordinates for accomplishing tasks in order to motivate them. Additionally, transactional leaders are more concerned with the performance of their followers and the outcome of their task. Moreover, this type of leadership does not require employees to come up with creative solutions when engaged in work (Asrar-ul-Haq & Kuchinke, 2016). The difference between transactional and transformational leadership is that transactional leadership doesn't consider the needs of employees or encourage their growth (Mahdi et al., 2014).

Smith et al. (2016) propose transactional leadership, contingent reward, and management by exception (active and passive) as corrective approaches. In order to motivate their employees to achieve the best results, leaders may provide contingent rewards. As long as followers follow the leader's expectations, incentives are adopted when they work hard and satisfy his or her expectations Folakemi et al. (2015).

In addition, transactions that focus on active management by exception are more likely to resolve problems before they happen. In line with (Kark et al., 2018), transactional leaders act immediately when errors are made or deviations from standards are observed. By exception, managers only intervene when extraordinary circumstances arise.

2.2.3 Laissez-faire Leadership Style

Laissez-faire leaders influence their team members by letting them handle work-related issues (Northouse, 2018). In Tosunoglu's (2016) definition of laissez-faire leadership, an individual does not use authority, does not make any decisions, and abdicates responsibility. Those who practice laissez-faire leadership benefit from highly skilled, capable, and willing workers, since they don't invest in their development, provide them with no guidance, and don't give them any incentives to

work (Zareen et al., 2015). Instead of leadership styles being defined as a lack of effective leadership skills, we should define them as a tendency to avoid making decisions and a lack of effective communication skills. Additionally, this type of leader ignores existing issues, refrains from interfering and avoids making proactive contact with followers.

The laissez-faire leadership method was identified as destructive by Einarsen et al. (2007). Leadership that is laissez-faire undermines both legal rights of employees and the goals and objectives of organizations. Aside from this, this leadership deliberately disregard their duties and responsibilities despite being appointed to leadership positions and exercising these responsibilities on purpose. Laissez-faire leadership, therefore, should be viewed not only as a lack of presence, but also as a lack of leadership (Tosunoglu, 2016).

Apart from that, Long & Thean (2011) argue that this particular leadership is the opposite of transactional leadership. Several studies have consistently shown that this leadership style can be one of the least satisfying and least productive styles of leadership. It is also one of the reasons why some researchers exclude it from their studies.

2.3 Job Commitment

A variety of studies have been conducted on employee job commitment, and this is an important topic for organizations to address. The strategic objectives of an organization are continually achieved through the commitment of its human resources. According to Luthans & Youssef (2007), employees who are committed to an organization demonstrate their loyalty towards it. In addition, it fosters a continuous relationship of interest between the members of the association and the success and well-being of the organization. A company recognizes organizational commitment as a valuable asset. In Kaygin et al. (2016)'s opinion, employees' commitment to the organization is vital to attaining the organizational goal and meeting its needs. Individuals express their loyalty and enthusiasm for a company through organizational commitment.

Moreover, organizational commitment plays a crucial role in retaining high-

quality employees, as only happy and loyal employees are motivated to help the association achieve its objectives (Nagar, 2012). The issue of employee commitment has also been studied in a variety of sectors, including the public, private, and non-profit ones. There has been research in the past focusing on the definition of job commitment, but recent research has examined attitudes and behaviors associated with job commitment. An individual who is committed to their jobs has the ability to not only perform certain roles, but also to be spontaneous and independent, which allows them to perform individual deeds necessary for the organization's success while reducing absenteeism, turnover, and improving organizational productivity (Jernigan et al., 2002).

2.4 Past Similar Finding

The relationship between transformational leadership and job commitment has been the subject of recent research, which illustrates its positive effects on various dimensions of organizational commitment. Through transformational leadership, employees are inspired and motivated, which fosters engagement and loyalty. According to studies by Puni et al. (2020) and HassenYimam (2022), transformational leadership positively influences affective, continuance, and normative commitment in organizations. Evidence suggests that leaders in the transformational styles inspire their people while creating an environment that fosters deeper organizational attachment.

There are additional studies that explore the specific dimensions of transformational leadership and their effects, which provide additional nuance to this relationship. Chai et al. (2017) found that idealized influence and inspirational motivation correlate positively with affective and normative commitment, while intellectual stimulation correlates more with continuance commitment. However, not all effects are uniformly positive; Liang et al. (2017) found a weaker or even negative relationship between transformational leadership and commitment to continue, suggesting that employees may not feel obligated to stay because of transformational leadership practices alone. Despite this complexity, research by Sungu et al. (2019) and Steinmann et al. (2018) supports the significant role that transformational leadership plays in improving job performance, proactive behavior, and organizational

commitment, making it an essential strategy for cultivating a committed workforce.

The relationship between transactional leadership style and employee commitment has been extensively studied, providing insights into what influences employee commitment. The influence of transactional leadership on organizational commitment has been found to be limited. Transactional leadership emphasizes supervision, organization, and performance. Transformational leadership has a significantly stronger positive impact on organizational commitment than transactional leadership, according to studies by Sitompul et al. (2020) and Abasilim et al. (2019). According to these findings, organizations seeking to enhance employee commitment should prioritize transformational leadership practices, which are more likely to inspire real loyalty and devotion among workers.

In contrast, transactional leadership may lead to compliance rather than genuine commitment. For instance, Saeed et al. (2017) found that while transactional leadership can influence organization commitment, it often fails to foster deeper loyalty or sense of obligation, since employees may only comply with directives without feeling emotionally connected to their organization. It was found that, while both transformational leadership and transactional leadership positively impact organizational commitment, transformational leadership has a significantly more profound impact on organizational commitment, according to Trán et al. (2023). Although transactional leadership can lead to some positive results, it is less effective than transformational leadership when it comes to cultivating robust organizational commitment.

There have been extensive studies on the relationship between laissez-faire leadership and employee commitment, which indicate that this style of leadership often has negative effects on employee commitment. According to Gashaye et al. (2023), laissez-faire leadership is associated with lower levels of organizational commitment among employees due to a lack of commitment and direction from leaders. In addition, Gashaye et al. (2023) found that laissez-faire leadership is negatively correlated with organizational commitment, suggesting that employees may feel neglected if active leadership is not present, resulting in a decline in their commitment. Earlier studies highlighted the detrimental effects of laissez-faire leadership on job satisfaction and organizational commitment, reinforcing the idea

that effective leadership is crucial to fostering employee commitment.

Additionally, laissez-faire leadership goes beyond organizational commitment to affect a broader range of employee attitudes and behaviors. In particular, Sayadi (2016) argues that laissez-faire leadership can be effective in routine tasks with predetermined guidelines but generally does not inspire employee commitment. Moreover, (Sayadi, 2016) also argue that effective leadership styles, particularly transformational leadership, enhance employee motivation and commitment. In contrast, laissez-faire leadership often leads to disengagement and low levels of commitment among employees. Consequently, organizations that wish to cultivate committed and motivated employees must be cautious of adopting laissez-faire leadership practices.

2.5 Theories & Model

2.5.1 Transformational (Theory)

According to Kuhnert & Lewis, (1987), Burns (1978) established transformational theory as an interaction between leader and followers that elevates individuals' morality and motivation. In Burns' transformational leadership theory, leaders motivate their subordinates to commit to organizational goals and missions by stepping out of their self-interests, according to Kuhnert & Lewis, 1987. If leaders stimulate their subordinates' potentials and intellectuals through these concepts, subordinates' ethics and attention to organizational interests can be generated (Ismail et al., 2011).

In addition, transformational leaders exert influence over followers' emotions and achieve their goals by boosting their mission and goals, so they may work harder than they expected, which could lead to more than their own expectations. A transformational leader is perceived to be trusted, admired, loyal, and respected by followers, according to Mahsud et al. (2010). In transformational leadership, organizations and individuals are transformed in such a way that they will be changed both mentally and physically. In addition to broadening views, understandings, and insights, clarifying purpose, developing beliefs and behaviors, values, ethics, and conveying a protracted and unbound nature of change, it clarifies the purpose and

develops consistently (Givens, 2008).

2.5.2 Transactional Leadership (Theory)

According to Kuhnert & Lewis (1987), Burns (1978) developed transactional leadership. As part of transactional leadership, people trade valuable things, such as economics, politics, or psychology, with others (Burns, 1978, cited in Kuhnert & Lewis, 1987). Burns' work was developed further by Bass (1985), who introduced the transactional leadership theory. According to this theory, group members, organizations, followers, and team leaders exchange value. Additionally, this theory can explain situations in which managers and their subordinates carry out a transaction.

In transactional leadership, Avolio & Bass (1994) contend that followers must interact with leaders about rewards and requirements they will receive if they fulfill those requirements. As Ben & Agu (2012) pointed out, transactional leadership requires reciprocal exchange between leaders and followers. As a result of recognizing followers' efforts, leaders reward those who behave in a manner consistent with what is expected. Following instructions may result in negative rewards, such as punitive actions against a non-compliant follower, but the rewards can also be positive, such as applause and appreciation to the group members, or rewards for achieving the mission and goals if subordinates follow the leader's instructions. Because of this, this theory also suggests that top management and followers exchange relationships for mutual benefit. Providing followers with knowledge of the organization's goals and targets will inspire them to achieve predictable results (Riaz et al., 2011). As a result, they will also inspire a sense of responsibility in them.

2.5.3 Model of Employee Commitment

Three crucial dimensions can be used to define organizational commitment. According to Meyer and Allen (1997), organizational commitment is composed of affective, continuance, and normative components. Dimensions each have their own definition. As the name implies, affective commitment describes an employee's emotional attachment to an organization (Meyer et al., 1990). An employee with a high level of affective commitment feels attached to the organization, and working there is satisfying, so they are willing to remain. According to Scott et al. (2010), employees

who are highly committed will work harder if they participate in more interpersonal relationships and practice organizational citizenship.

Another component is continuance commitment. In Allen & Meyer (1996), employee continuity commitments refer to commitments based on the cost of leaving the organization. Consequently, some workers do not leave their previous employers due to the fact that it would be costly to do so. The employees who are committed to an organization are also aware that if they leave, they will lose many benefits, so they prefer to stay. Employees are expected to adhere to normative commitments in order to remain loyal to their employers. For employees to remain employed, Abdullah Alam and Ramay (2012) claimed that this method must be adhered to. Employees who feel a sense of moral obligation are said to be normatively committed.

2.6 Summary

In this chapter, the study's context is explored in detail. As well as comparing the findings presented here with those of other researchers, relevant theoretical perspectives were included in the paper. Next, the methodology of the study will be discussed.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used to conduct this study. A discussion of population, sample, and sampling techniques was held in the research design session. A pilot study, the validity and reliability of the instrument, the ethical considerations of the study, and the collection procedures and analysis procedures were also discussed in this chapter. Finally, a brief summary of this study was provided.

3.2 Research Design

An analysis of correlation was conducted in this study. According to Apuke (2017), correlation designs are used to determine whether two or more variables within a population are related. Moreover, researchers use correlation designs to determine the relationship between two variables. By doing so, the investigator is able to determine whether two groups of variables are significantly correlated. As part of our study, we investigated how independent variables such as transformational, transactional, and laissez-faire leadership styles are related to dependent variables, such as job commitment among private sector employees.

By using quantitative research methodologies, information was gathered regarding leadership styles and employee commitment. In addition, it involves collecting data and analyzing it using mathematical methods, such as statistics. As a result of using statistical methods to analyze data, quantitative research techniques can provide objective and reliable results while also reducing complexity.

The study employed a survey research design. By using developed questionnaires and statistical methods, it measures the characteristics of a given population using scientific sampling methods. Considering this, a closed-ended questionnaire was developed and distributed to the target population.

3.3 Population, Sample and Sampling Technique

In this study, the population is made up of employees that are from the manufacturing company located in Kuching. 200 employees participated in this study. Participants in this study are employees of manufacturing companies. The sample size of this study is 121 employees. This study will use a probability sampling method to select employees from a population of manufacturing companies, including simple random selection, a controlled procedure, and respondents' responses to survey questionnaires (Ahmad et al., 2014).

As a result, this study will use a simple random sampling method. The sampling method is used because it is difficult to reach the entire population of manufacturing company employees in Kuching. As a result of this method, a selection based on personal bias is minimized, and the precision of the research results is improved. Participants will be selected in accordance with the study's requirements. After that, random numbers will be selected until the maximum number of samples has been filled. By using this method, bias can be minimized, and research results will be more accurate. In this way, every employee of the manufacturing company has an equal chance of being chosen as a sample. To determine the size of the sample, several factors will be considered, including the level of accuracy required for data analysis, the number of resources available, and the scope of the study. According to Krejcie and Morgan (1970), researchers target at least 132 respondents from the population size in this study, which is 200, as shown in Table 1.

Table 2. Sample size from Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: *N* is population size. *S* is sample size.

Source: Adapted from (Krejcie & Morgan, 1970)

3.4 Research Instrument

This study used a closed-ended questionnaire as its research instrument. During the study, questionnaires were constructed and used as an instrument of data collection. Additionally, the questionnaire method was used in this study as it is an inexpensive and convenient method for collecting and summarizing data from a large group of participants.

The questionnaire was divided into three measurements, entitled Section A, Section B, and Section C. Leadership styles were discussed in Section B, job commitment in Section C, and demographic profile in Section A. Several sources and items from the past literature were modified to develop the questionnaire. In addition, this questionnaire included English language questions. Figure 2 shows the questionnaire description.

Moreover, respondents in Section B and Section C were required to respond on a 5- point Likert scale indicating their agreement or disagreement. Based on Figure

2, a Five-Points Likert scale were shown.

Table 3. Description of Questionnaire

Section	Variable	Number of items	Source of Questionnaire
A	Demographic Profile	-	-
B	Transformational Leadership Style	6	Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)
C	Transactional Leadership Style	5	Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)
D	Laissez-faire Leadership Style	5	Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)
E	Job Commitment	6	Allen and Meyer (1996)

Table 4. Five-Point Likert Scale

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

3.5 Pilot Study

Pilot studies are crucial in the research process as they allow researchers to refine their methodologies and instruments before moving on to a larger study. A smaller-scale investigation is necessary to identify potential flaws in the research design, such as issues with the questionnaire or other data collection tools, that will have a significant impact on the validity and reliability of the main study's findings. Conducting a pilot study allows researchers to gather preliminary data that informs necessary adjustments, improving the overall quality and feasibility of the study. By using a pilot study, one can determine whether the research instruments are appropriate for the intended purpose, thus minimizing errors and improving the accuracy of the data collected (Mocorro, 2017).

Table 5. Reliability Test for Pilot Study

Section	Number of items	Cronbach's Alpha Value
B	Transformational Leadership Style	0.867
C	Transactional Leadership Style	0.961
D	Laissez-faire Leadership Style	0.961
E	Job Commitment	0.842
Overall		0.910

3.6 Validity and Reliability

Validity refers to how useful the data obtained cover up the actual research (Taherdoost, 2016). Thus, validity is concerned with significance research components. In this study, face validity was applied to enhance questionnaire validity.

In addition, reliability is an instrument that measures consistency. Also, it provides stability in a variety of situations in which a consistent result is usually obtained (Drost, 2011). To estimate the reliability of all questions in Section A and B in this study, Cronbach's Alpha was used as a statistical measure. Between 0 and 1 represents the result of Cronbach Alpha. Based on Heale & Twycross (2015), a reliability score of more than 0.7 is considered acceptable. Hence, reliability analysis is performed before actual research is undertaken. In order to ensure consistency across the parts of the measuring device, a reliability test should be performed. Thus, all questions in the questionnaire were pretested to ensure that they are error-free. While reliability is important for research, without validity, it is insufficient, and it must be combined with validity.

Table 6. Cronbach's Alpha Value

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$\alpha < 0.5$	Unacceptable

3.7 Ethics of Study

It is important to consider some circumstances when conducting this study, such as obtaining approval for the research. As well as consenting to answer the questionnaire, respondents agreed to provide their information. A questionnaire is a confidential survey instrument that will be used for academic purposes only. Additionally, respondents will receive consent information as part of their questionnaires to indicate their consent to participate in the study. The terms and conditions of this study are also understood by all participants. Research participants are willing and ready to participate in this study, and researchers do not force them to participate. As part of this research, confidentiality is of utmost importance. Participants are informed that they can withdraw from the study or participate at their discretion without any consequences, and their identity is kept confidential by the

researcher.

3.8 Data Collection Procedure

A quantitative approach will be used for this research, which will represent employees from a manufacturing company in Kuching, Sarawak. To collect data from respondents, a questionnaire will be used. A Google Form link will be sent via email to the target population with the questionnaire. Based on their willingness to participate in this study, a random selection of respondents will be made. In addition, the researcher will explain the study's purpose to the respondents before they volunteer to fill out the survey. In order to ensure that respondents understand the survey questions, this is necessary. In addition, the survey remains open for one week. All responses will be anonymized and stored securely. To determine the study's objectives and hypotheses, data will be monitored and analyzed using SPSS software.

3.9 Data Analysis Procedure

Data analysis for this study is carried out using the Statistical Package for the Social Sciences (SPSS). As part of this analysis, descriptive statistics as well as inferential statistics will be used in order to effectively achieve the research objectives. A descriptive statistic will be used to summarize and describe the demographic characteristics of the respondents. It examines factors like age, gender, educational background, job role, and years of experience in the manufacturing sector. Profiles of respondents will be summarized using measures such as frequencies, percentages, averages, and standard deviations. In Section A, descriptive statistics were used to determine demographic characteristics of respondents, including their gender, age, ethnicity, highest academic qualifications, working experience, and length of service in the organization. These results were presented as pie charts and described according to frequency and percentage.

This study will use inferential statistics to assess the relationship between the independent variables and the dependent variables. Also, the hypothesis will be tested through statistical analyses such as Pearson Correlation Coefficient. The Pearson Correlation Coefficient will be tested to determine the correlation between leaderships styles (transformational leadership style, transactional leadership style and

laissez-faire leadership style) on employees' job commitment in private sector.

For this research, Spearman correlation is appropriate since it measures the strength and direction of monotonic relationships between variables. It is particularly appropriate if the data contain ordinal characteristics or if normality assumptions are violated. Correlation coefficients (rho values) determine the strength of the connection, while significance levels (p-values) determine whether the relationships are statistically significant.

3.10 Summary

This chapter outlines the research methodology used in the study, including the research design, population, sample, sampling procedures, and instrumentation. Moreover, it emphasizes the importance of a pilot study along with assessments of the study's validity and reliability. The chapter also discusses data collection methods, data analysis techniques, and ethical considerations.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter focused on the findings in this study. The first part of this chapter described on demographic profile of the respondents. The demographic information was explained by using the descriptive statistic which is pie chart and table. Table was used to show frequency and percentage while pie chart was used to represent percentage. Next, followed by discussing about hypotheses testing which Spearman Correlation was used in this research. Finally, this chapter ended with a summary.

4.2 Demographic Profile of Respondents

This section described the demographic profile of 121 respondents which include gender, age, ethnicity, highest academic qualification, working experience and length of service working in current organization.

4.2.1 Gender

Table 7. Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	47	38.8	38.8	38.8
	Male	74	61.2	61.2	100.0
	Total	121	100.0	100.0	

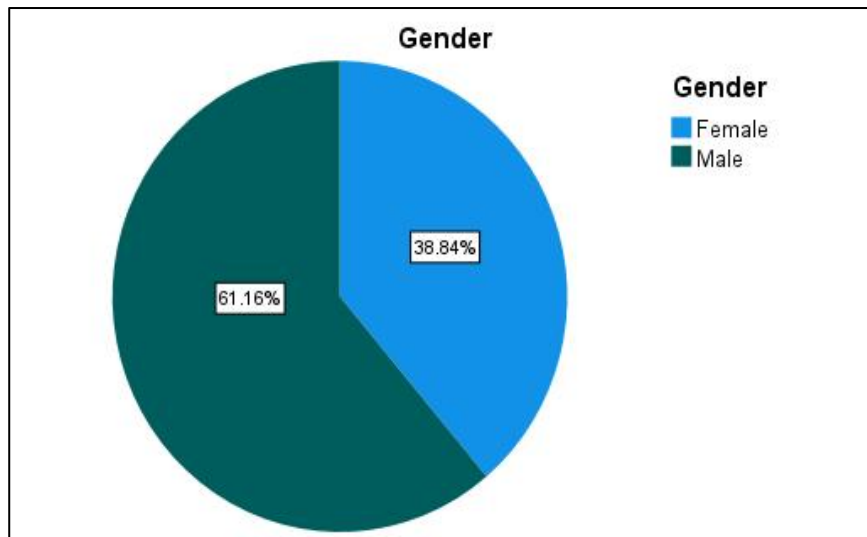


Figure 2. Gender of Respondents

Table 5 and Figure 3 showed the gender of 121 respondents. There were 74 males respondents and 47 females respondents with 61.16% and 38.84% respectively.

4.2.2 Age

Table 8. Age of Respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	48	39.7	39.7	39.7
	30-39 years	39	32.2	32.2	71.9
	40-49 years	15	12.4	12.4	84.3
	Below 20 years	19	15.7	15.7	100.0
	Total	121	100.0	100.0	

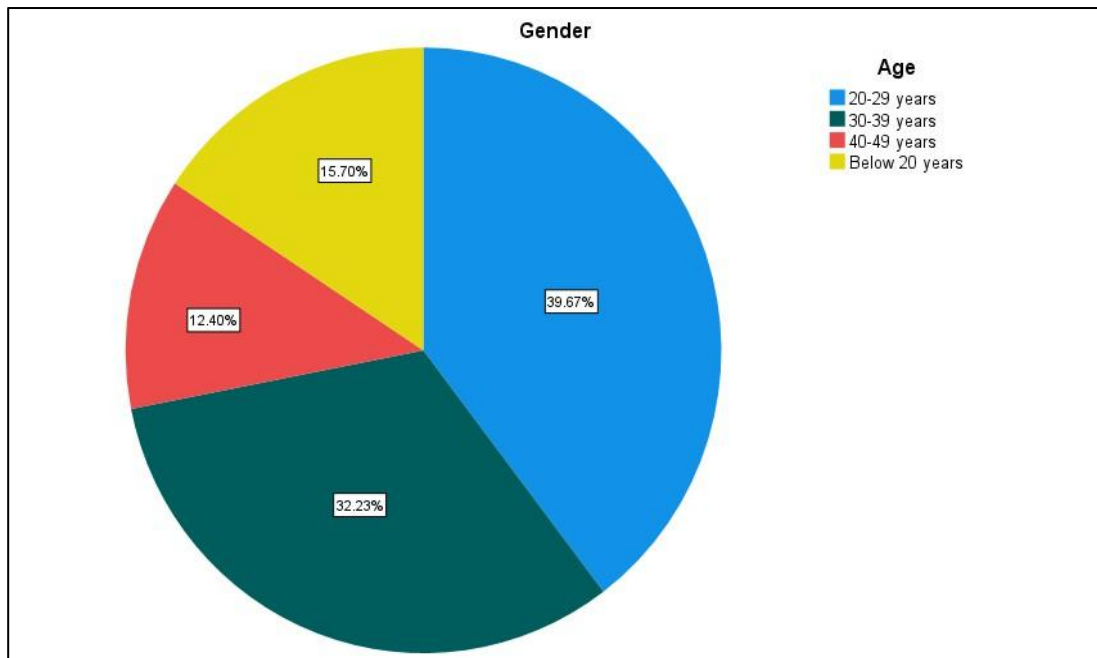


Figure 3. Ages of Respondents

Table 6 and Figure 4 showed the ages of respondents. There were 48 respondents with 39.7% in the age of 20-29 years old and 39 respondents with 32.2% within the age group of 30-39 years old. Other than that there are 15 respondents with 12.4% in the age of 40-49 years old. Lastly, there were 19 respondents with 15.7% in the age group of below 20 years old.

4.2.3 Ethnicity

Table 9. Ethnicity of Respondents

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bidayuh	25	20.7	20.7	20.7
	Chinese	15	12.4	12.4	33.1
	Iban	36	29.8	29.8	62.8
	India	3	2.5	2.5	65.3
	Malay	26	21.5	21.5	86.8
	Others	16	13.2	13.2	100.0
	Total	121	100.0	100.0	

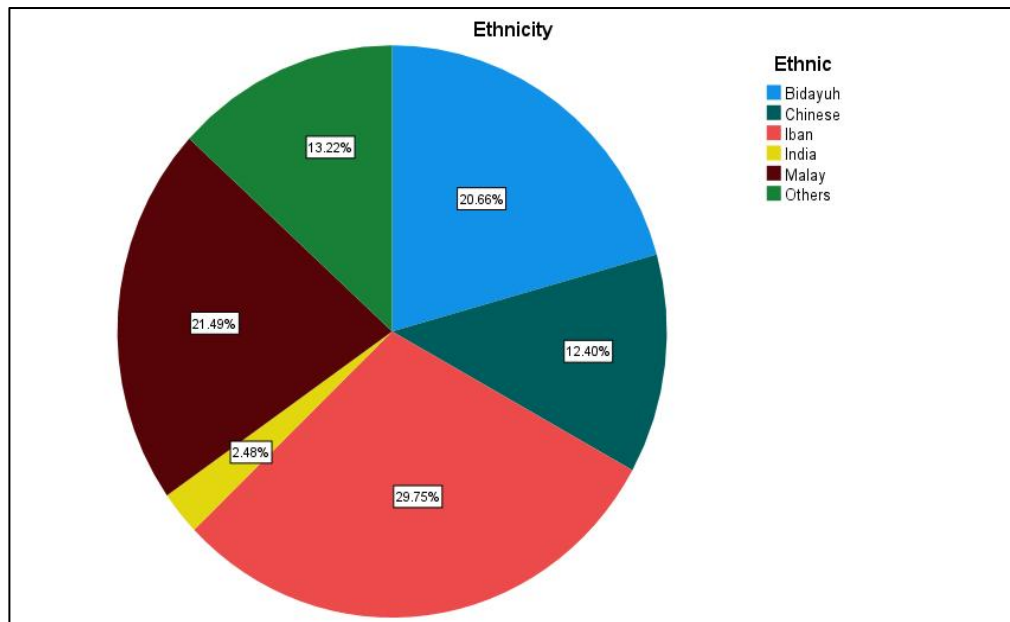


Figure 4. Ethnicity of Respondents

Table 8 and Figure 5 showed the ethnicity of 121 respondents. The majority of respondents identified as Iban 36 respondent, making up 29.75% of the total sample. This is followed by Malay respondents 26, who represented 21.49%, and Bidayuh 25 respondents, accounting for 20.66%. Others comprised 13.22% of 16 total respondents, while Chinese respondents made up 12.40% of 15 respondents. The smallest ethnic group in the sample was India of 3 respondent, with only 2.48%.

4.2.4 Highest Academic Qualification

Table 10. Highest Academic Qualification

Highest academic qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BACHELOR'S DEGREE	31	25.6	25.6	25.6
	DIPLOMA	25	20.7	20.7	46.3
	MASTER DEGREE	12	9.9	9.9	56.2
	PHD	6	5.0	5.0	61.2
	SPM	24	19.8	19.8	81.0
	STPM	23	19.0	19.0	100.0
	Total	121	100.0	100.0	

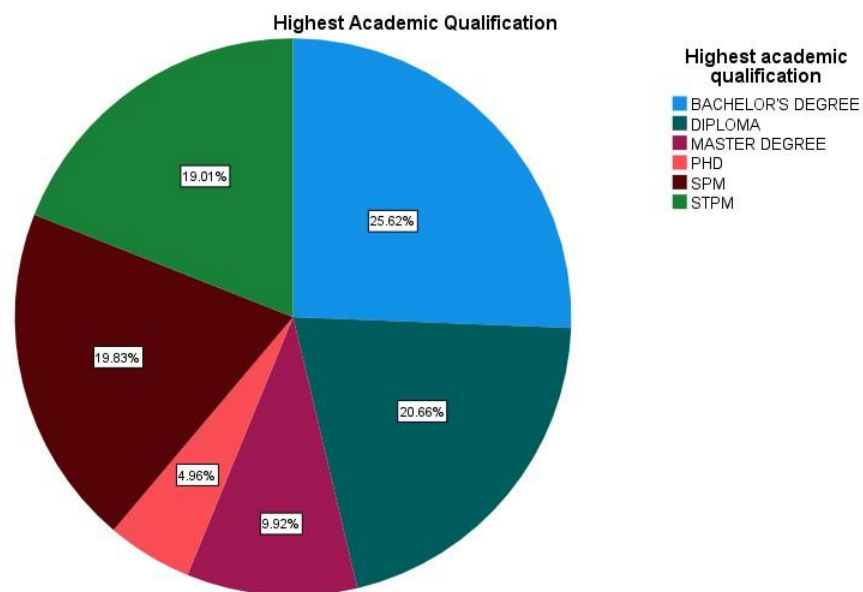


Figure 5. Highest academic qualification of Respondent

Table 9 and Figure 6 show the highest academic qualification of 121 respondents. Most of the respondents held a Bachelor's Degree, with 31 individuals representing 25.6% of the sample. This was followed by 25 respondents (20.7%) who held a Diploma and 24 respondents (19.8%) who had completed SPM. Additionally, 23 respondents (19.0%) were STPM holders. A smaller portion of the respondents held advanced degrees, with 12 (9.9%) holding a Master's Degree and only 6 respondents (5.0%) possessing a PhD qualification.

4.2.5 Working Experience

Table 11. Working Experience

Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1- 4 years	13	10.7	10.7	10.7
	10 - 14 years	22	18.2	18.2	28.9
	15 - 19 years	37	30.6	30.6	59.5
	20 years and above	22	18.2	18.2	77.7
	5 - 9 years	27	22.3	22.3	100.0
Total		121	100.0	100.0	

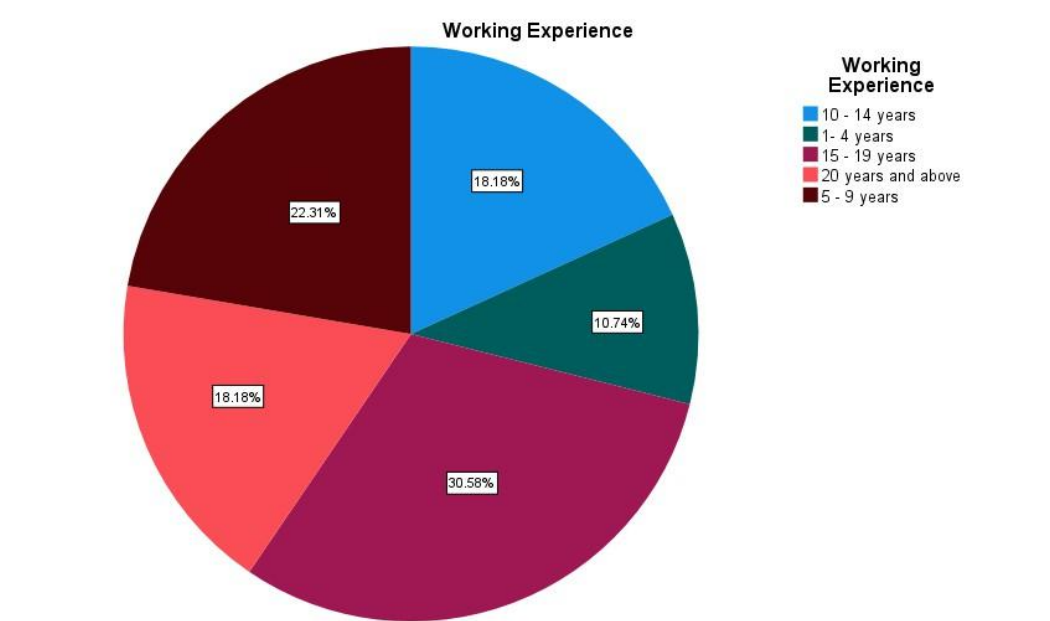


Figure 6. Working Experience of Respondent

Table 10 and Figure 7 show the working experience of 121 respondents. The majority of respondents, 37 individuals (30.6%), had between 15 to 19 years of working experience. This was followed by 27 respondents (22.3%) with 5 to 9 years of experience and 22 respondents (18.2%) each in two different categories: those with 10 to 14 years and those with 20 years and above of experience. Only 13 respondents (10.7%) had 1 to 4 years of working experience, making them the least experienced group in this study.

4.2.6 Duration of Services

Table 12. Duration of Services

Duration of service				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 4 years	36	29.8	29.8	29.8
10 - 14 years	29	24.0	24.0	53.7
15 - 19 years	18	14.9	14.9	68.6
20 years and above	9	7.4	7.4	76.0
5 - 9 years	29	24.0	24.0	100.0
Total	121	100.0	100.0	

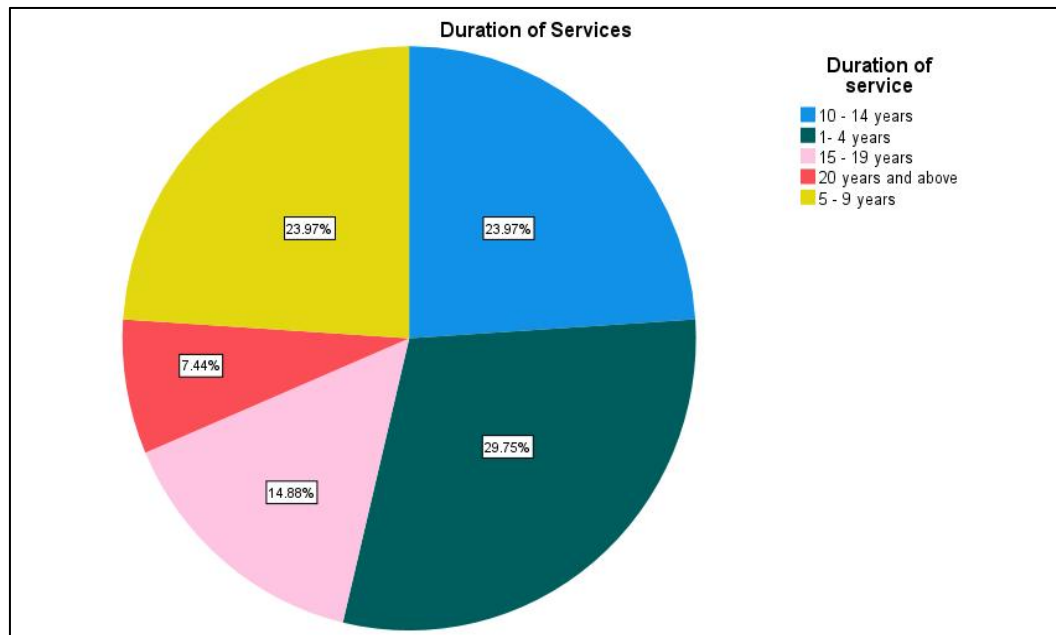


Figure 7. Duration Services of Respondent

Table 12 and Figure 7 show the duration of service in the current organization for 121 respondents. Most of the respondents, 36 individuals (29.8%), had been working in their current organization for 1 to 4 years. This was followed by two equal groups of 29 respondents each (24.0%) who had served for either 5 to 9 years or 10 to 14 years. A smaller portion of the respondents, 18 individuals (14.9%), had worked for 15 to 19 years, while only 9 respondents (7.4%) had been in the organization for 20 years and above.

4.2.7 Summary's of Respondents Demographic Profile

Table 13. Summary's of Respondents Demographic Profile

Demographic Profile Items	Frequency	Percentage (%)
Gender		
Male	74	61.2
Female	47	38.8
Age		
Below 20 years	19	15.7
20–29 years	48	39.7
30–39 years	39	32.2
40–49 years	15	12.4
Ethnicity		
Bidayuh	25	20.7
Chinese	15	12.4
Iban	36	29.8
Indian	3	2.5

Malay	26	21.5
Others	16	13.2
Highest Academic Qualification		
Bachelor's Degree	31	25.6
Diploma	25	20.7
Master's Degree	12	9.9
PhD	6	5.0
SPM	24	19.8
STPM	23	19.0
Working Experience		
1–4 years	13	10.7
5–9 years	27	22.3
10–14 years	22	18.2
15–19 years	37	30.6
20 years and above	22	18.2
Length of Service in Current Organization		
1–4 years	36	29.8
5–9 years	29	24.0
10–14 years	29	24.0
15–19 years	18	14.9
20 years and above	9	7.4

4.3 Descriptive Statistics

This section summarizes the responses obtained from the questionnaires filled out by the respondents. Descriptive statistics were used to assess the responses. A total of 22 items were used in the questionnaire to measure the degree distribution of the selected factors that influence employees' job commitment, which include transformational leadership style, transactional leadership style, and laissez-faire leadership style.

In this study, frequency count, mean, and standard deviation were used to describe the descriptive statistics for each variable. These statistical measures provide insight into how respondents perceived the different leadership styles and their level of commitment to their organization. Each of the selected factors influencing job commitment will be explained in detail in the following section.

Table 14. Statistics of Each Item

Statistics					
		Trasformational Leadershipstyle	Transactional Leadershipstyle	Laissez-faire Leadershipstyle	Job Commitment
N	Valid	121	121	121	121
	Missing	0	0	0	0
Mean		25.8347	21.5620	23.8099	25.0248
Std. Deviation		1.80899	1.56999	1.04334	1.31949

Based on the table above, it represents the descriptive statistics of all major items. The item mean values ranged from 21.56 to 25.83. Transformational leadership style showed the highest mean of 25.83 with a standard deviation of 1.81. The mean score for laissez-faire leadership style was 23.81 with a standard deviation of 1.04, while job commitment had a mean score of 25.02 and a standard deviation of 1.32. In comparison, transactional leadership style had the lowest mean value of 21.56, with a standard deviation of 1.57. This indicates that respondents perceived transformational leadership style and job commitment more positively compared to the other variables measured in the study.

4.3.1 Transformational Leadership Styles

Table 15. Transformational Leadership Styles - Item results

Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
1. I feel proud to be associated with my team leader.				40.5	59.5	4.60	0.439
2. I have complete faith in my team leader.				51.2	48.8	4.49	0.502
3. My team leader sets high standards for my work				67.8	32.2	4.32	0.469
4. My team leader always shows how to look at old problems in new ways.				89.3	10.7	4.11	0.311
5. My team leader gives personal attention to me when I seem neglected.				91.7	8.3	4.08	0.276
6. My team leader treats me as an individual rather than just a member of the group.				76.0	24.0	4.24	0.429

Based on Table 14, the results show respondents' positive views toward transformational leadership style. Most agreed with the first statement, with 59.5% strongly agreeing they feel proud to be associated with their team leader ($X = 4.60$; $SD = 0.439$). This was followed by the second statement, where 51.2% strongly agreed they have complete faith in their leader ($X = 4.49$; $SD = 0.502$). Other items also received high agreement, such as setting high standards ($X = 4.32$), treating employees as individuals ($X = 4.24$), and giving personal attention ($X = 4.08$). These findings suggest that respondents generally view their leaders as supportive, respectful, and capable of inspiring high performance.

4.3.2 Transactional Leadership Styles

Table 16. Transactional Leadership Styles - Item results

Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
7. Supervisors should make it a point to reward staff for achieving organizational goals.				41.3	58.7	4.59	0.494
8. Supervisors should let staff members know what to expect as rewards for achieving goals.				51.2	48.8	4.49	0.502
9. Supervisors should set deadlines and clearly state the positive or negative consequences of staff members' not meeting defined goals.				67.8	32.2	4.32	0.469
10. Supervisors should give staff authority to make important decisions.				91.7	8.3	4.08	0.276
11. Supervisors should seek input from staff when formulating policies and procedures for implementing them.				91.7	8.3	4.08	0.276

Based on Table 15, the findings indicate respondents' perceptions toward transactional leadership style. The majority strongly agreed with the seventh statement, with 58.7% agreeing that supervisors should reward staff for achieving goals ($X = 4.59$; $SD = 0.494$), followed by the eighth statement where 51.2% agreed that rewards should be clearly communicated ($X = 4.49$; $SD = 0.502$). A large portion also agreed that supervisors should set clear deadlines and expectations ($X = 4.32$; $SD = 0.469$). Statements about giving staff authority and involving them in decision-making also received strong support, each with 91.7% strongly agreeing ($X = 4.08$; $SD = 0.276$). These results suggest that respondents appreciate clarity, recognition, and inclusion from their supervisors.

4.3.3 Laissez-faire Leadership Styles

Table 17. Laissez-faire Leadership Styles - Item results

Items	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard Deviation
12. My manager avoids getting involved when important issues arise.				84.3	15.7	4.16	0.365
13. My manager is absent when needed.				9.1	90.9	4.91	0.289
14. My manager delays responding to urgent questions.				9.1	90.9	4.91	0.289
15. My manager avoids making decisions.				8.3	91.7	4.92	0.276
16. My manager waits for things to go wrong before taking action.				8.3	91.7	4.92	0.276

Based on Table 16, the responses reflect perceptions of laissez-faire leadership style, with the Likert scale interpreted in reverse. The majority of respondents strongly disagreed that their manager avoids making decisions (91.7%) and waits for things to go wrong before taking action (91.7%), both showing a low mean score of 4.92 (SD = 0.276), indicating a strong disagreement with these passive leadership behaviors. Similarly, 90.9% of respondents strongly disagreed that their manager is absent when needed and delays responding to urgent questions, both items with a mean of 4.91 (SD = 0.289). For the statement that the manager avoids involvement in important issues, 84.3% also strongly disagreed ($\bar{X}$ = 4.16; SD = 0.365). These results suggest that most respondents do not perceive their managers as disengaged or passive, indicating a low presence of laissez-faire leadership within their organization.

4.3.4 Job Commitment

Table 18. Job Commitment - Item results

Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
17. I am very happy being a member of this organization.				47.9	52.1	4.52	0.502
18. I feel disrupted if I decided to leave this organization.				93.4	6.6	4.07	0.250

19. I would feel guilty if I leave this organization.				94.2	5.8	4.06	0.234
20. I would be very happy to spend the rest of my career with this organization.				94.2	5.8	4.06	0.234
21. I am proud to tell others that I work in this organization.				84.3	15.7	4.16	0.365
22. This organization has a great deal of personal meaning to me.				83.5	16.5	4.17	0.373

Based on Table 17, the results reflect respondents' overall job commitment toward their organization. The majority strongly agreed with feeling happy as a member of the organization (52.1%) and expressed pride in being part of it (84.3%), with mean scores of 4.52 and 4.16, respectively. High commitment was also seen in emotional attachment, where 94.2% strongly agreed they would feel guilty or be happy to spend their career in the organization ($\bar{X} = 4.06$; $SD = 0.234$). Additionally, 93.4% strongly agreed that leaving the organization would be disruptive for them ($\bar{X} = 4.07$; $SD = 0.250$). These findings suggest that respondents are highly committed, emotionally connected, and proud of their roles within the organization.

4.4 Kolmogorov-Smirnov Normality Test

For statistical test, an assesment of the normality data is prerequisite as it can identify the assumption of using parametric testing or non-parametric testing that will be applied in testing the hypothesis and there are two main approaches of assesing whether data are normally distributed or not, which are graphical and numerical (Gupta, Mishra, Pandey, Singh, Sahu, & Keshri, 2019).

In this study, the researcher used the Kolmogorov-Smirnov test to determine the normality of the data. The significant value (p-value) in the Kolmogorov-Smirnov test was used to identify the distribution of the data. If the p-value is larger than 0.05 ($p > 0.05$), it indicates that the distribution of the data is normal, whereas if the p-value is smaller than 0.05 ($p < 0.05$), it indicates that the distribution of the data is not normal. Table 14 shows the result of the normality test.

From the results shown in Table 14, it is concluded that the distribution of data is not normal, as all the p-values are smaller than 0.05 for all variables including transformational leadership style, transactional leadership style, laissez-faire leadership style, and job commitment. Therefore, a non-parametric test of Spearman's correlation analysis was used in this study.

Table 19. Kolmogorov-Smirnov Normality Test

Tests of Normality			
	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Transformational_Leadershipstyle	.208	121	.000
Transactional Leadershipstyle	.220	121	.000
Laissezfaire Leadershipstyle	.440	121	.000
Job_Commitment	.293	121	.000

a. Lilliefors Significance Correction

4.5 Actual Data Reliability Analysis

Table 20. Actual Data Reliability Analysis

Section	Number of items	Cronbach's Alpha Value
B	Transformational Leadership Style	0.807
C	Transactional Leadership Style	0.809
D	Laissez-faire Leadership Style	0.730
E	Job Commitment	0.720
Overall		0.770

4.6 Hypothesis Testing- Spearman Correlation Analysis

4.6.1 Relationship between Transformational Leadership Style and Job Commitment

Table 21. Correlation between Transformational Leadership Style and Job Commitment

Correlations				
			Trasformational Leadershipstyle	Job Commitment
Spearman's rho	Trasformational_Leadershipstyle	Correlation Coefficient	1.000	.577**
		Sig. (2-tailed)	.	.000
		N	121	121
	Job Commitment	Correlation Coefficient	.577**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

** . Correlation is significant at the 0.01 level (2-tailed).

Based on Table 15, the Spearman's rho correlation was used to assess the relationship between transformational leadership style and job commitment in an organization. There was a strong, positive correlation between transformational leadership style and employees' job commitment, which was statistically significant ($r_s(121) = .577, p < .01$). Hence, failed to reject H_{a1} .

4.6.2 Relationship between Transactional Leadership Style and Job Commitment

Table 22. Correlation between Transactional Leadership Style and Job Commitment

Correlations			Transactional _Leadershipst yle	Job_Commit ment
Spearman's rho	Transactional_Leadersh ipstyle	Correlation Coefficient	1.000	.583**
		Sig. (2-tailed)	.	.000
		N	121	121
	Job_Commitment	Correlation Coefficient	.583**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

**. Correlation is significant at the 0.01 level (2-tailed).

Based on Table 16, the Spearman's rho correlation was used to assess the relationship between transactional leadership style and job commitment in an organization. There was a strong, positive correlation between transactional leadership style and employees' job commitment, which was statistically significant ($r_s(121) = .583, p < .01$). Hence, failed to reject H_{a2} .

4.6.3 Relationship between Laissez-Faire Leadership Style and Job Commitment

Table 23. Correlation between Laissez-faire Leadership Style and Job Commitment

		Correlations		
			Laissezfaire Leadershipstyle	Job Commitment
Spearman's rho	Laissezfaire Leadershipstyle	Correlation	1.000	.526**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	121	121
	Job Commitment	Correlation	.526**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	121	121

** . Correlation is significant at the 0.01 level (2-tailed).

Based on Table 17, the Spearman's rho correlation was used to assess the relationship between laissez-faire leadership style and job commitment in an organization. There was a moderate, positive correlation between laissez-faire leadership style and employees' job commitment, which was statistically significant ($r_s(121) = .526, p < .01$). Hence, failed to reject H_{a3} .

4.7 Discussions

Based on the summary of respondents' demographic information, the majority of the employees in the current organization were between 20 to 29 years old, with most identifying as male and from Iban and Malay ethnic backgrounds. In terms of educational background, most held a Bachelor's degree, and a significant portion had 15 to 19 years of working experience, although many had only 1 to 4 years of service within their current organization.

This study focused on examining the influence of leadership styles on employees' job commitment. Specifically, it aimed to (1) identify the effect of transformational leadership style, (2) determine the effect of transactional leadership style, and (3) examine the effect of laissez-faire leadership style on employees' job commitment in a private sector organization. All three hypotheses were tested using Spearman Correlation Analysis.

Ha1 stated that there is a significant relationship between transformational leadership style and employees' job commitment. The results showed a strong and positive correlation between transformational leadership and job commitment ($r_s = .577$, $p < .01$), leading to the conclusion that Ha1 is accepted. This finding is consistent with previous studies conducted by Lo, Ramayah, & Min (2009) and Azman et al. (2011), which indicated that transformational leaders who inspire, motivate, and support their employees are more likely to foster stronger organizational commitment. Moreover, Walumbwa & Hartnell (2011) concluded that transformational leadership is a key predictor of higher employee satisfaction and commitment, while Li et al. (2019) emphasized the importance of trust, fairness, and development that transformational leaders offer to strengthen employee loyalty.

Ha2 hypothesized that there is a significant relationship between transactional leadership style and employees' job commitment. The findings revealed a strong positive correlation ($r_s = .583$, $p < .01$), thus Ha2 is also accepted. However, this result showed mixed alignment with past research. While some studies like Hayward et al. (2004) and Abasilim et al. (2019) suggested that transactional leadership has limited or no effect on employee commitment, other studies—such as those by Lee (2005) and Mohamud Dahie et al. (2017) indicated that transactional leadership can positively influence job commitment when it involves clear expectations and rewards. Furthermore, Fasola et al. (2013) and Toh et al. (2019) highlighted that transactional leadership is effective in environments where structured goals and rewards are emphasized, such as manufacturing.

Ha3 proposed that there is a significant relationship between laissez-faire leadership style and employees' job commitment. The results showed a moderate and significant positive correlation ($r_s = .526$, $p < .01$), meaning Ha3 is accepted, though the strength of the relationship is lower compared to the other leadership styles. This

contrasts with earlier studies like Al-Daibat (2017) and Erkutlu (2008), which emphasized that laissez-faire leadership often weakens job commitment due to lack of involvement, unclear direction, and minimal feedback. However, in this study, the findings suggest that laissez-faire leadership may still have some influence possibly due to employees' independence, self-motivation, or role clarity within the organization.

From the findings, it can be concluded that each leadership style has a varying degree of influence on job commitment, but transformational leadership remains the most effective. Therefore, organizations should tailor their leadership development programs toward cultivating transformational leadership qualities. This leadership style stimulates engagement, encourages innovation, and supports employees' growth leading to a stronger and more committed workforce that aligns with organizational goals.

4.8 Summary

Table 24. Summary of Hypotheses Testing Results

Hypotheses	Test	Result	Decision	Conclusion
Ha₁: There is a significant relationship between transformational leadership style and employees' job commitment in an organization.	Spearman Correlation Analysis $rs = 0.577$ $p = 0.000$ $(rs(121) = .577,$ $p < .01)$	Significant	Failed to reject Ha ₁	A strong , positive, and statistically significant relationship between transformational leadership style and employees' job commitment.
Ha₂: There is a significant relationship between transactional leadership style and	Spearman Correlation Analysis $rs = 0.583$ $p = 0.000$ $(rs(121) = .583,$	Significant	Failed to reject Ha ₂	A strong , positive, and statistically significant relationship between transactional

employees' job commitment in an organization.	$p < .01$				leadership style and employees' job commitment.
Ha₃: There is a significant relationship between laissez-faire leadership style and employees' job commitment in an organization.	Spearman Correlation Analysis $rs = 0.526$ $p = 0.000$ $(rs(121) = .526,$ $p < .01)$	Significant	Failed to reject Ha ₃		A moderate, positive, and statistically significant relationship between laissez-faire leadership style and employees' job commitment.

As a whole, this chapter has discussed the demographic profile of the respondents, the Kolmogorov-Smirnov normality test and actual data reliability analysis. Further, hypotheses were tested using Spearman Correlation Analysis, followed by a discussion of the results. The next chapter discusses the research summary, implications, recommendations, and conclusions.

CHAPTER 5

CONCLUSION

5.1 Introduction

The first part of this chapter was the summation of the study. The next section explained about implications of the study and followed by recommendations for future research. Finally, this chapter ended with a conclusion of this research.

5.2 Research Summary

This section summarizes the overall process of the study presented in each chapter to achieve the research objectives. In Chapter 1, the study began with an explanation of the background, followed by the problem statement, research objectives, and hypotheses. The chapter also introduced the conceptual framework, significance of the study, and limitations. In addition, definitions of key terms were provided in a table format to assist with clarity and understanding, and the chapter concluded with a brief summary.

In Chapter 2, the focus was on reviewing literature related to leadership styles and employees' job commitment. The researcher explored various theories, models, and previous studies that addressed similar topics. This chapter provided a solid theoretical foundation and contextual understanding of how different leadership styles such as transformational, transactional, and laissez-faire can influence job commitment in an organizational setting. The chapter concluded with a summary highlighting the research gap.

Chapter 3 described the methodology used in the study. It outlined the research design, population and sample size, sampling technique, and the instruments used for data collection. This chapter also addressed the reliability and validity of the instrument, ethical considerations, and the data analysis techniques applied to process and interpret the data. The chapter ended with a concise summary of the research procedures.

Moving to Chapter 4, this was the most critical part of the study as it presented the findings and discussions based on the data collected through questionnaires. It began with the demographic profile of respondents, followed by descriptive and inferential statistical analyses. The chapter compared the results with previous studies to identify similarities and differences. Each hypothesis was tested and discussed in detail to evaluate whether the findings aligned with or contradicted prior research. The chapter concluded by summarizing the results in relation to the research objectives and hypotheses.

5.3 Implications

This study provides valuable implications for organizational leaders and HRD practitioners, especially in the manufacturing sector. The findings affirm that leadership styles significantly influence employees' job commitment. Notably, transformational leadership was identified as the most effective style in fostering strong employee commitment compared to transactional and laissez-faire leadership styles. This underscores the importance for leaders to practice inspirational motivation, individualized consideration, and intellectual stimulation to enhance workforce dedication.

At the organizational level, top management should prioritize leadership development initiatives. Structured leadership training programs focusing on transformational competencies can help equip current and future leaders to better engage, motivate, and retain talent. By fostering effective leadership, organizations can boost employee morale, reduce turnover, and gain a competitive edge in talent retention and performance.

5.4 Recommendations

Although the study yielded significant insights, there are several directions for future research. First, the study sample was limited to 121 employees from one manufacturing organization in Kuching, Sarawak, which restricts the generalizability of the findings. Future studies should consider larger and more diverse samples across various regions and industries to obtain broader insights.

Moreover, the study focused on only three leadership styles such as transformational, transactional, and laissez-faire. Future research can include additional styles such as servant leadership, authentic leadership, or autocratic leadership to compare their effects on job commitment. Additionally, the use of mixed-methods approaches, including interviews or focus groups, would enrich the quantitative data and offer deeper contextual understanding.

5.5 Limitation of Study

There are several limitations in this research. Firstly, the scope was restricted to three leadership styles and their relationship with job commitment, potentially overlooking other influential factors such as organizational culture, job design, or compensation structure. Secondly, the study was geographically confined to a single manufacturing company in Kuching, limiting its applicability to other settings or industries. Thirdly, the data collection relied solely on self-reported questionnaires, which may be subject to social desirability bias or inaccurate self-perception. Lastly, because the study utilized a quantitative-only approach, it may not fully capture the complexities of leadership dynamics. Future studies can integrate qualitative elements to provide more comprehensive insights.

5.6 Conclusion

The overall purpose of this study was to examine the effect of leadership styles on employees' job commitment in a private sector organization. The Spearman correlation analysis was used to assess the relationship between transformational, transactional, and laissez-faire leadership styles and job commitment. The findings revealed that transformational leadership had the strongest positive influence on employee commitment, followed by transactional leadership, while laissez-faire leadership showed the weakest relationship. These results suggest that leadership style plays a critical role in shaping employee attitudes and behaviors within the workplace. An effective leadership approach not only enhances employees' job commitment but also supports the achievement of organizational goals, promotes skill development, and contributes to long-term success.

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APPENDIX A RESEARCH INSTRUMENT

UNIVERSITI MALAYSIA SARAWAK

FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

Title of Research THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES' JOB COMMITMENT IN PRIVATE SECTOR
--

Dear Sir/ Madam,

This survey is conducted as part of a Bachelor of Science (Human Resource Development) Research Project, which shall be submitted in partial completion for the award of the degree of Bachelor of Science with Honors (Human Resource Development) from the Universiti Malaysia Sarawak.

The general purpose of this study is to determine the effect of leadership styles on employees' job commitment in private sector.

I would like to invite your participants in this survey by completing the attached questionnaires. This questionnaire is constructed in a straightforward manner and easy to answer, which should take ***not more than 10-15 minutes*** of your valuable time.

This questionnaire consists of three sections: Section A, B and C. Kindly read each statement carefully and please answer them honestly.

All information gathered in this questionnaire will be strictly treated as confidential and will only be used for the purpose of this study. Your participation and cooperation is highly appreciated.

Thank You.

Yours sincerely,
Howard Jungkim (84021)

Supervised by,
Madam Julia Anak Clifton Akoi
Faculty of Cognitive Sciences and Human Development Universiti
Malaysia Sarawak 2025

SECTION A: DEMOGRAPHIC PROFILE

Instructions: Please tick (✓) in the appropriate brackets and fill in the spaces provided.

1. Gender

() Male () Female

2. Age

() below 20 years () 20-29 years () 30-39 years () 40-49 years

3. Ethnicity

() Malay () Chinese () Bidayuh () Iban () Others

4. Highest academic qualification

() SPM () STPM () DIPLOMA () BACHELOR'S DEGREE

() MASTER DEGREE () PHD

5. Working Experience

() 1-4years () 5-9 years () 10-14 years () 15-19 years () 20 years
and above

6. Duration of Services

() 1-4years () 5-9 years () 10-14 years () 15-19 years () 20 years
and above

SECTION B: TRANSFORMATIONAL LEADERSHIP STYLES

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1.	I feel proud to be associated with my team leader.	1	2	3	4	5	
2.	I have complete faith in my team leader.	1	2	3	4	5	
3.	My team leader sets high standards for my work.	1	2	3	4	5	
4.	My team leader always shows how to look at old problems in new ways.	1	2	3	4	5	
5.	My team leader gives personal attention to me when I seem neglected.	1	2	3	4	5	
6.	My team leader treats me as an individual rather than just a member of the group.	1	2	3	4	5	

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

SECTION C: TRANSACTIONAL LEADERSHIP STYLES

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7.	Supervisors should make it a point to reward staff for achieving organizational goals.	1	2	3	4	5
8.	Supervisors should let staff members know what to expect as rewards for achieving goals.	1	2	3	4	5
9.	Supervisors should set deadlines and clearly state the positive or negative consequences of staff members' not meeting defined goals.	1	2	3	4	5
10.	Supervisors should give staff authority to make important decisions.	1	2	3	4	5
11.	Supervisors should seek input from staff when formulating policies and procedures for implementing them.	1	2	3	4	5

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

SECTION D: LAISSEZ-FAIRE LEADERSHIP STYLES

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12.	My manager avoids getting involved when important issues arise.	1	2	3	4	5
13.	My manager is absent when needed.	1	2	3	4	5
14.	My manager delays responding to urgent questions.	1	2	3	4	5
15.	My manager avoids making decisions.	1	2	3	4	5
16.	My manager waits for things to go wrong before taking action.	1	2	3	4	5

Source: Multifactor Leadership Questionnaire (MLQ) Form 5X (2005)

SECTION E: JOB COMMITMENT

Instructions: Please circle the number in the space provided to indicate how much you agree or disagree with the following attachments based on the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17.	I am very happy being a member of this organization.	1	2	3	4	5
18.	I feel disrupted if I decided to leave this organization.	1	2	3	4	5
19.	I would feel guilty if I leave this organization.	1	2	3	4	5
20.	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
21.	I am proud to tell others that I work in this organization.	1	2	3	4	5
22.	This organization has a great deal of personal meaning to me.	1	2	3	4	5

Source: Allen and Meyer (1996)

APPENDIX B

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.43 (67)

08 Mei 2025

Puan Vivi Raman
HRA Executive SCIB
Lot 1258 Jalan Utama,
Pending Industrial Estate
93450 Kuching
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Howard Jungkim (84021)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Effect of Leadership Style On Employee's Job Commitment In Private Sector"</i>
Penyelia	: Puan Julia anak Cliffon Akoi@Empadeng
No.Telefon Penyelia	: 082 584567
E-mel Penyelia	: caejulia@unimas.my
No.Telefon Pelajar	: 016-8193074
E-mel Pelajar	: 84021@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Julia Anak Cliffon Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM