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LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT AMONG MANAGERS IN BAHRAIN

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Abstract

This study explores the relationship between leadership styles adopted by those working at managerial and organizational commitment in the Kingdom of Bahrain. Therefore, the purpose of this study is to examine the relationship and it is the effect between leadership style and organizational commitment among managers in both public and private sector organizations in the Kingdom of Bahrain. A total of 1,000 questionnaires are distributed to employees working at different managerial levels in both public and private organizations. Statistical analyses of reliability, correlations, and regression are conducted in this study. This study found that leadership styles; namely transformational and transactional leadership present a positive significant relationship with organizational commitment three types; affective commitment, continuance commitment, and normative commitment, and that Bahraini managers prefer transformational leadership styles compared to transactional leadership.

Keywords: Transformational leadership, Transactional Leadership, Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment.

1. Introduction

Leaders do distinguish themselves from other leaders by their leadership styles which demonstrates this values, norms, behaviours and attitudes, beliefs, and ideas to perform their role within their organizations and lead to goal achievement and success; however, those different styles of leadership have impacts on the way leaders behave and might have either positive or negative impact over the organizational commitment level. Gwavuya (2011) stated that when leadership is considered inefficient in performing their role, it will lead to employee increase in the stress rate, decrease in performance rate, decrease in commitment, and increase in turnover.

Therefore, this study will go through to explore the different leadership styles in Bahrain with a focus on transactional and transformational leadership and what it is the effect on organizational commitment.

Furthermore, a study by Mohamed and Eleswed (2013) in the private sector (banking industry) found that the youngest people (worker) have less commitment compared to the oldest workers in Bahraini organization, who may be less enthusiastic compared to the younger worker looking for advance jobs or new locations. A master study by Alqattaf (2018) investigating the

relationship between employee motivation and satisfaction in public sector institutions found that even if the employees are motivated, it will not ensure employee satisfaction and therefore committed (42.5% of the employees are thinking of quitting their jobs). Another study by Matarid, Sobh, and Ahmed (2018) investigating the impact of organizational justice and demographics on faculty retention in Bahrain found that, "the major challenge of private universities is an emerging rate of high turnover of the faculty member's despite the central role in the sustenance of universities" (P. 1806), and that their retention rate constitutes a difficulty for private universities. According to Hidayat et al. (2017), Bahraini organizations commonly based transformational leadership and transactional leadership styles, but there are no studies in Bahrain organizations that examine this leadership styles impact the organizational commitment types, especially that any intend to increment organizational commitment need a strength leading plans, with extra aware of the developing state of the country.

Therefore, the organizational commitment needs a depth analysis to grasp the whole state in the organizations. The current research gains theoretical significance due to the significance of both leadership and organizational commitments, which both are considered crucial success factors of a business, and both are wide fields to study. The current research will enrich both foreign and Arabic literature on the leadership and managing people scopes, due to the rare studies conducting Arabic developing countries, which different compared to the foreign countries.

2. Research Context

2.1 Organizational Commitment

Organizational commitment is a concept where the employees of any organization feel committed toward the organization's objectives for various reasons that differ from one employee to another depending on the employee characteristics, demographic, cultural, and personal needs, and other factors. According to Rehman, et al. (2012) organizational commitment in the researches represent a major influence on the relationship between employees and their employing organization. Ellenbecker and Custman (2012) define organizational commitment as the feeling of personal belonging and willingness to stay committed to the organization for different reasons. Sani (2013) defines organizational commitment as a desire that leads an employee to feel that he/she belongs to the organization in some sort and the willingness to benefit the organization by putting extra efforts and work. Dey (2012) stated that organizational commitment is the level employees feel attached to their organization, the willingness to work for the best of the organization, and the likelihood to remain a member of the organization. However, organizational commitment has been grouped into three dimensions of commitment based on the connection needed to strengthen the commitment relationship between employees and organization, those dimensions are; affective commitment, continuance commitment, and normative commitment (Wilson, 2014).

Affective commitment defined by many authors and researchers as the emotional attachment of employees toward their employing organization and it is goals (Leroy et al., 2012), and that employees commit effectively because of satisfaction, involvement, and positive feelings and belonging (Lee & Kim, 2011), and therefore considered as an essential element to sustain the success of an organization (Jussila et al, 2012). An example of that is teachers and physicians,

where both goals are met with the organizational goals and feel attached and belongs to their schools and medical centers. While continuance commitment is the willingness to continue with the organization because of the higher cost of leaving it or the loss of intangible investment such as retirement plan and benefits, bonuses, medical insurance, so, employees commit because they need, and defined as the extent to which an employee feels committed to the organization because of consequences related to leaving it (Balassiano & Salles, 2012). Taing et al. (2011) defined two sub-dimension of continuance commitment, first, commitment because of no substitute or lack of opportunities for employees to move from the organization, and second, commitment because of losing those perceived benefits and investment because of leaving the organization. And finally, normative commitment, which is the moral obligations an employee feels toward their organization (Gelaidan & Ahmad, 2013). Employees commit to their organization because they feel they are obliged and loyal to their organization.

2.2 Leadership

Leadership is a process where an individual influences other individuals or followers to achieve a common goal related to life, organization, or could be both (Northouse, 2013). According to Anderson (2015) leadership is considered a crucial concept for any organization, and that organization requires strong leadership that can attract, inspire, and retains employees. Therefore, leadership is considered an important factor that assures the success of the organizations and achieves its goals or objectives. Choi (2012) added that leadership stands for being able to influence employees who are from diverse backgrounds to unite in harmony to reach achievement. According to (Eberly et al., 2013) leadership classification helps in defining the relation between leaders and organization performance, as well as, leadership mechanism of traits, behaviours, and attitudes, affect, and cognition, and being able to differentiate wither those characteristics are related to leaders, followers, or organization goals. Therefore, leadership styles are considered as behaviour method leaders use in resolving those organization issues (Imanzadeh et al., 2012). This study focus on two styles of leadership; transactional leadership and transformational leadership.

Transactional leadership according to (Ahmed et al., 2016) apply external motivators to encourage employee commitment and therefore achievement of organizational goals. The effectiveness of transactional leadership components, while some focus on enhancing employee commitment, loyalty, and satisfaction, others do focus on mistakes that happen and do communicate disapproval (Breevaart et al., 2014). It is a leadership style that works in establishing a close relationship between the efforts and rewards by identification of the follower's expectations and responses to those efforts and rewards (Burns, 1978). Transaction literally means an exchange between a leader and his followers (Paracha et al., 2012), is explained as a transaction/exchange between the two parties in return for benefits, where the leader exchanges something with the followers in return for fulfilling both the leaders' and followers' needs and expectations. Therefore, the transactional leadership can be defined as rewards for performance (Sahaya, 2012), were performance required to achieve and rewards to be given are clearly defined by the leaders (Zhu et al., 2012). It also works on defining those standards to comply with and corrective action to be taken in case of failure to comply (Overbey, 2013).

In comparison, the transformational leadership style comes from the word transform which means to convert or change in nature, form, and appearance. In this style, leaders work on transforming employees to become in control, innovative, motivated, and committed to their organization objectives. The leadership that creates a positive change in the employees is transformational leadership. Transformational leadership focuses on transforming others to help each other, to look out for each other, to encourage and be harmonious, and to pay attention to the organization (Paracha et al., 2012). Leaders in this style do develop a plan for the future and work on inspiring employees toward it, to perform and achieve results beyond expectations (Nielsen & Daniels, 2012). Because transformational leadership behaviours include inspiring, motivating, idealizing influence, intellectual simulation, and individual consideration (Shin et al., 2012), those leaders can influence employees to go beyond the expectations and surpass their own interests for the goal (Sahaya, 2012). The first to address the concept of transformational leadership was Burns (1978) who described it as a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. Employees and organizations do prefer transformational leadership because of innovative ideas and supportive in the work environment and culture, and that is due to an innovative factor as well as a productive and supportive nature (Bushra, Usman, & Naveed, 2011).

2.3 Relationship between Leadership and Organizational Commitment

Understanding how leadership style impacts on employee's behaviours are considered as a critical factor in developing and maintaining work environments that promote for higher employee performance (Hong et al., 2016). Researchers do confirm a positive relationship between leadership styles and organizational commitment. A study by Yahaya and Ebrahim (2016) suggested that leadership styles could be considered as an antecedent to organizational commitment. Previous studies also concluded that such a positive relationship does exist between leadership styles and organizational commitment (Yiing & Ahmad, 2009; Dale & Fox, 2008; Lok & Crawford, 2004; Yousef, 2000). Other studies concluded that transformational leadership rather than transactional leadership were significantly affecting organizational commitment in a positive direction (Ismail et al., 2011; Lo et al., 2010; Lo et al., 2009), while transactional leadership was either lower effect or negatively affecting such a relationship (Tremblay, 2010; McGuire & Kennerly, 2006; Lee, 2005; Chen, 2002). Most of the studies concluded that a positive relationship between leadership styles and organizational commitment does exist. However, other researchers approached different results. A study by Erkutlu (2008) considering boutique hotels in Turkey, revealed that transformational leadership shows a significant positive relationship to organizational commitment and job satisfaction, while transactional leadership and laissez-faire were negatively affecting both organizational commitment and job satisfaction. Awan and Mahmood (2010) conduct research on university libraries' employee commitment and concluded that no direct relationship between organizational commitment and leadership styles.

2.4 Research Framework and Hypothesis

Figure 1 depicts the research framework of the study between leadership styles and organizational commitment. Moreover, the study's hypotheses were listed below;

H_1: Leadership has a positive effect on organizational commitment.
H_{1a}: Transactional leadership has a positive effect on affective commitment.
H_{1b}: Transactional leadership has a positive effect on continuance commitment.
H_{1c}: Transactional leadership has a positive effect on normative commitment.
H_{1d}: Transformational leadership has a positive effect on affective commitment.
H_{1e}: Transformational leadership has a positive effect on continuance commitment.
H_{1f}: Transformational leadership has a positive effect on normative commitment.

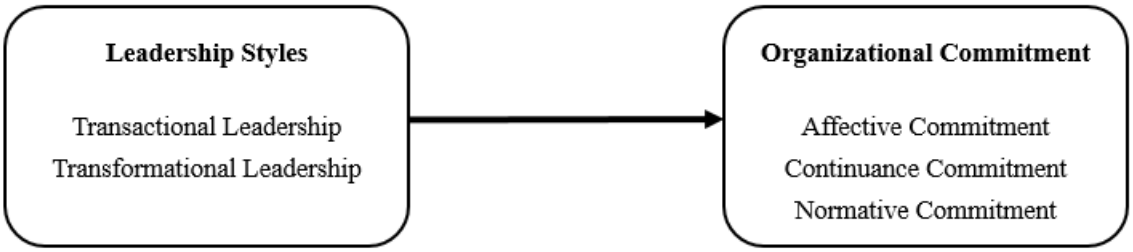

Figure 1- Research Framework

3. Methodology

This study involved managers from different public and private sector organizations in the Kingdom of Bahrain. The research data was collected using a questionnaire. A total of 1,000 online surveys were distributed to respondents by the author. The introduction to the questionnaire explains the purpose of the research. Confidentiality was guaranteed to the participants. The total number of surveys collected by participants was 333 from the sample frame. Data were entered and coded in Excel. The study proposes the data analysis be examined by using the Statistical Program for Social Science (SPSS) from IBM version 21. Statistical analysis of reliability, correlations, and regression are conducted in this study. Table 1 depicts the respondent's profiles.

Table 1 Respondent's Profile

Demographic variable / groups		**n**	**%**
Gender	Male	202	60.7
	Female	131	39.3
Working Sector	Private Sector	152	45.6
	Public Sector	181	54.4

To explore the relationship between leadership and organizational commitment, the participants were asked to answer a survey questionnaire that is consists of 50 questions divided into two parts, each part of the questionnaire represents a different instrument. Leadership was measured through Multifactor Leadership Questionnaire (MLQ 5X-Short version), transactional leadership of 8-items (Contingent reward α=0.80, Management-by-Exception α=0.63), transformational

leadership of 24-items (Idealized influence α=0.92, Intellectual Stimulation α=0.83, Individual Consideration α=0.79), according to Bogler et al. (2013) MLQ 5X-Short version is considered as a valid and reliable instrument to measure different styles of leadership: the transformational and transitional leadership style. Furthermore, Avolio and Bass (2004) found that the reliability range is set between 0.74 to 0.94 for a total of 45 items. Organizational commitment was measured through the revised 1993 Three-Component Model (TCM) Employee Commitment Survey by Meyer, Allen, and Smith (1993). According to Bressler (2010), the TCM Employee Commitment survey is considered as a valid instrument used to measure the three types of organizational commitment; affective, continuance, and normative. According to Meyer et al. (2002), their research achieved reliability scores of 0.82 for affective commitment, 0.73 for continuance commitment, and 0.76 for normative commitment. This study reliability analysis has given the variable factors of leadership and organizational commitment behavior with the Cronbach's alpha of 0.761, and 0.810 subsequently as depicted in table 2 below. Thus, the tools used for the study are reliable based on the above values.

Table 2 Cronbach's Alpha

Variables	No of Items	Cronbach's Alpha	Reliability Indication
Leadership	36	0.761	Acceptable
Organizational Commitment	18	0.810	Good

4. Data Analysis and Results

4.1 Demographic Analysis

Table 3 depicts the demographic analysis of the respondents. Male were 202 (60.7%) as compared to 131 females (39.3%). Working in the private sector was 152 (45.6%) as compared to 181 (54.4%) working in the public sector. Head of department were 143 (42.9%) followed by 83 managers (24.9%), 97 Directors (29.1%), 9 undersecretaries/vice-president (2.7%), 1 minister/CEO (0.3%). The majority of the participants were aged between 36 to 45 years old (n=142, 42.6%), followed by 122 participants were aged between 26 to 35 years old, 55 participants (16.5%) were between 46 to 55 years old, 14 participants (4.2%) were between 56 years and older, and zero participants under 25 years old.

The majority of the participants were having a degree (n=315, 94.6%), 29 participants with Ph.D. (8.7%), 96 participants with Master (28.8%), 186 participants with Bachelor (55.9%), 4 participants with Diploma (1.2%), and 18 with professional certificates (5.4%).

Table 3 Demographic Analysis

Demographic variable / groups		n	%
Gender	Male	202	60.7
	Female	131	39.3
Working Sector	Private Sector	152	45.6
	Public Sector	181	54.4
Job Title	Head of Department	143	42.9
	Manager	83	24.9
	Director	97	29.1
	Under Secretary/Vice President	9	2.7
	Minister/CEO	1	0.3
Age (years)	Under 25	0	0.0
	26 to 35	122	36.6
	36 to 45	142	42.6
	46 to 55	55	16.5
	56 or older	14	4.2
Highest Education	Diploma	4	1.2
	Bachelor's	186	55.9
	Master's	96	28.8
	Ph.D.	29	8.7
	Professional Certificate	18	5.4

4.2 Correlation Analysis

Table 4 depicts the correlation analysis of leadership styles and organizational commitment. Participants indicated that transformational leadership (r=0.404), and transactional leadership (r=-.260) had a significant relationship with affective commitment. Meanwhile, participants indicated that transformation leadership (r=0.327) had a significant relationship with normative commitment, and transactional leadership (r=.150) had a significant relationship with continuance commitment.

On the other hand, participants indicated that leadership styles had a significant relationship with organizational commitment (r=0.239).

Table 4 Correlation Coefficients

		1	2	3	4	5	6	7
1	Transformational Leadership	1	-0.089	0.404**	0.033	0.327**	0.778**	0.367**
2	Transactional Leadership		1	-.0260**	0.150**	0.029	0.556**	-0.106
3	Affective Commitment			1	0.048	0.576**	0.173**	0.831**
4	Continuance Commitment				1	0.193**	0.122*	0.521**
5	Normative Commitment					1	0.291**	0.766**
6	Leadership						1	0.239**
7	Organizational Commitment							1

Note: *p<.05**p<.01.

4.3 Multiple Regression Analysis

Table 5 depicts the multiple regression analysis was conducted on leadership styles toward organizational commitment. Firstly, the leadership styles toward affective commitment. The participants had the R^2 value showed 21.4% for the dependent variable of affective commitment, which was explained by transactional leadership (β=-0.226, p=0.000), and transformational leadership (β=0.383, p=0.000) of leadership styles. This means that 78.6% of the variance for affective commitment was explained by other unknown additional variables that have not been explored. The regression model (F=44.834, p=0.000) was proven to be a significant model due to the F ratio being significant in predicting affective commitment. Therefore, hypotheses H_{1a} Transactional leadership has a positive effect on affective commitment, and H_{1d} Transformational leadership has a positive effect on affective commitment are supported.

Secondly, the leadership styles toward continuance commitment. The participants had the R^2 value showed 2.5% for the dependent variable of continuance commitment, which was explained by transactional leadership (β=0.154, p=0.005), and transformational leadership (β=0.047, p=0.392) of leadership styles. This means that 97.5% of the variance for continuance commitment was explained by other unknown additional variables that have not been explored. The regression model (F=4.174, p=0.016) was proven to be a significant model due to the F ratio being significant in predicting continuance commitment. Further, the positive beta indicates that Transactional leadership has a significant positive effect on Continuance Commitment at 0.154. This indicates that there is significant statistical evidence for the positive relation relationship between transactional leadership toward continuance commitment. Therefore, hypotheses H_{1b} Transactional leadership has a positive effect on continuance commitment. On the other hand, transformational leadership does not have a positive effect on continuance commitment,

therefore H_{1e} Transformational leadership has a positive effect on continuance commitment is not supported.

Thirdly, the leadership style toward normative commitment. The participants had the R^2 value showed 11% for the dependent variable of normative commitment, which was explained by transactional leadership (β=0.059, p=0.261), and transformational leadership (β=0.332, p=0.000) of leadership styles. This means that 89% of the variance for normative commitment was explained by other unknown additional variables that have not been explored. The regression model (F=20.410, p=0.000) was proven to be a significant model due to the F ratio being significant in predicting normative commitment. Further, the positive beta indicates that Transformational leadership has a significant positive effect on normative commitment at 0.332. This indicates that there is significant statistical evidence for the positive relation relationship between transformational leadership toward normative commitment. Therefore, hypotheses H_{1f} Transformational leadership has a positive effect on normative commitment is supported. On the other hand, transformational leadership does not have a positive effect on normative commitment, therefore H_{1c} Transactional leadership has a positive effect on normative commitment is not supported.

Table 5 The Multiple Regression Analysis on Components of Leadership and Organizational Commitment

Leadership	Organizational Commitment					
	Affective Commitment		Continuance Commitment		Normative Commitment	
	Std. Beta	Sig.	Std. Beta	Sig.	Std. Beta	Sig.
Transactional	-0.226	0.000	0.154	0.005	0.059	0.261
Transformational	0.383	0.000	0.047	0.392	0.332	0.000
R^2	0.214		0.025		0.110	
Adjusted R^2	0.209		0.019		0.105	
Std. Error	0.617		0.545		0.465	
F Statistics	44.834		4.174		20.410	
Sig.	0.000		0.016		0.000	

In summary, the participants indicated that the hypotheses H_1, H_{1a}, H_{1b}, H_{1d}, and H_{1f} were supported. On the other hand, the hypotheses H_{1c} and H_{1e} were not supported. Table 6 depicts the results of the research analysis.

Table 6 The result of research analysis

Hypothesis	
H_1: Leadership has a positive effect on organizational commitment	**Supported**
H1a: Transactional leadership has a positive effect on affective commitment	**Supported**
H1b: Transactional leadership has a positive effect on continuance commitment	**Supported**
H1c: Transactional leadership has a positive effect on normative commitment	Not Supported
H1d: Transformational leadership has a positive effect on affective commitment	**Supported**
H1e: Transformational leadership has a positive effect on continuance commitment	Not Supported
H1f: Transformational leadership has a positive effect on normative commitment	**Supported**

5. Discussions

This study contributes to the existing literature since the majority of hypotheses have been supported. Besides, the hypotheses agree with the results of the highlighted previous studies. The study confirmed a positive relationship between leadership styles and organizational commitment, transactional leadership and affective and continuance commitment, and transformational and affective and normative commitment. The results reached are worth to be considered valuable to organizations as they might help understand how the style of leadership do impose different effects on sub-types of organizational commitment, which would suggest that managers should consider the benefits of the two leadership reach a positive result of organizational commitment. The result suggested both styles are positively effecting the affective commitment, that's for those members who own positive feelings or link to the organization, while for those members who consider the cost of leaving and benefits they are gaining from the current organization, the transactional leadership is the suitable style as it may enhance their level of commitment and therefore their performance, and finally, normative commitment, were members base their commitment on moral reasons because of the feeling they are ought to, transformational leadership style is the suitable style to enhance and increase their level of commitment.

From the findings it is clear that neither leadership is suitable for all situations to enhance and increase the level of organizational commitment between the members of the organization, therefore managers and human resource department should be aware of such different effects that a style of leadership might have, and therefore should encourage continuous evaluation, research, and development of leading styles as the situation requires which will benefit the organizations and it is members.

6. Conclusion

The understanding of such different effects leadership styles have on types of organizational management will benefit the organizations to enhance it is member organizational commitment by selecting the suitable style of leadership by it is managers. From an organization's perspective, failing to address those different effects of leadership styles could the increase turnover rate or increase percentage of employees who are willing to leave the organization that will negatively affect the performance and will cost the organization to start the recruiting, selecting, training and retaining of new members through new incentives financial and non-financial.

Even though the presented results indicate a positive effect between the variables, one has to recognize the limitation of the study. First, the findings of the study are influenced by Bahrain's culture. Further, the respondents were from both public and private sector organizations. Choosing only one sector allows proper focus. However, further empirical research would be useful to analyze other variables that positively influence the relationship between leadership and organizational commitment.

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