

Leadership Styles and Employee Commitment on Fashion Business Performance within Klang Valley, Malaysia

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Abstract: *One of the criteria influencing employee commitment is perceived leadership style. The purpose of this research is to examine the leadership style and staff dedication to the success of fashion enterprises in Malaysia's Klang Valley. The quantitative data was gathered from ten selected organizations operating in the fashion e-commerce sector. This research had 200 participants, including 40 managers and 160 employees. This study developed a conceptual model of the interdependence between leadership styles, employee commitment, and business performance.*

Keywords: Leadership Styles, Fashion Business Performance, Employee Commitment

1. Introduction

The goal of this research was to examine the leadership style and employee commitment in the fashion industry. This study's data came from Klang Valley fashion businesses. Employees that have a relationship with top management were asked to participate in this study in order to determine the relationship between leadership style and employee commitment, as well as which leadership style contributes the most to employee commitment. Differences in transactional and transformational leadership styles are explored, as well as affective, normative, and employee retention commitment. According to Grant Thornton International Ltd's annual Women in Business Report (2021), 80% of Malaysian businesses now have at least one female senior management team member. Although the proportion of women in senior management has decreased globally, more firms have at least one female senior management team member. Women make up 24% of senior management, down from 25% previously. While it is great to see more women in high positions, Silvia Tan, Technical & Corporate Affairs Director at Grant Thornton Malaysia, remarked that it is irritating that they are distributed so evenly. This suggests that businesses are more concerned with checking boxes than with making real progress, and they will miss out on the benefits of true gender diversity. Finding the right managers with the right leadership skills, according to Charan, Drotter, and Noel (2001:3), is becoming increasingly difficult for businesses. As a result, people are promoted in organizations with the expectation that they have the knowledge and skills to handle the job, rather than the knowledge and skills to cope with a given level of leadership. Businesses as a result become "over-managed and under-led" (Silcox, Boyd & MacNeill, 2015:28). When supervisors are required to manage a large group of juniors, the situation gets much worse. This is due to the manager's ability to have large and unusual influence over each junior being undermined in such an environment, which eventually hurts corporate performance. Leadership is a skill that managers must cultivate in order to be effective,

according to Shelton and Darling (2000:164). However, once the talent is acquired, the main difficulty at the top management level is to combine strong leadership abilities with great management skills. In other words, because of the process of acquiring leadership capability, managers cannot just step into the shoes of leaders based on the quality of their advancement to high positions. Few companies are succeeding in this field because they are willing to invest in brand promotion. Brand marketing tactics are critical in the fashion industry since they allow media to freely write about their brand. To ensure that they are delivering the relevant message to the appropriate audiences at the right time, brands must perform a great job of branding. On the other hand, because clothing enhances a person's appearance, it plays an important role in image formation or being presentable to others.

2. Literature Review

Leadership is another concept. A good leader is required for a positive business culture. A leader is defined as someone who shows others the path by walking ahead of them (Kets de Vries, 1999:3). A leader directs or motivates people to go on a path that will benefit them. As a result, leadership refers to a process aimed at guiding with action and opinion, bringing by persuasion or into a state; conducting by argument or representing to a conclusion; or persuading to do something (Grace, 2003). Leadership is a process, and for the process to be effective, a dominant influence must exist. A leader must be at the forefront of a leadership process in order to drive the actions of the followers. The absence of a leader prevents the achievement of results. On the other side, the process is that this relationship is depending on the replies of the followers. Even in the presence of a leader, the leadership process may be ineffectual. As a result, unless it is placed inside a certain context, leadership may appear to be unlimited. Process, influence, and shared goals are all crucial in company culture. According to Ozaralli (2003), Reicher, Haslam, and Hopkins (2005), and Northouse (2016), leadership is the capacity to influence employees' behaviour

such that they willingly commit to the company's goals. Leaders deploy distinct powers during the relationship-building process. The capacity to influence people is characterised as power (Heywood, 2004:130). "No one can lead unless they have power, and no leader can be great unless they understand how to wield power," Caro contends (2006:47). All leaders, according to Dubrin (2010:320), use power and influence to influence their organisations. Power is also important, according to Krishnan (2003:346), since it is essential to get things done. As a result, one might argue that the concept of leadership is centred on power and influence (Deji & Makinde, 2006:50).

a) Transactional Leadership style

This leadership theory was developed on social learning theories and social interaction, demonstrating the social character of leadership (Deluga, 1990). By giving contingency benefits, this leadership style may inspire followers to provide a rational level of cooperation, loyalty, commitment, and performance. To develop motivation, transactional leadership uses satisfying lower level demands as well as primary wants. These leaders specify which rewards will be given for what types of actions and at what degree of performance (Bass et al., 1994). According to Daft and Marcic (2008:456), transactional leadership theory is based on the traditional management approach of short-term planning, coordinating, and regulating. Transactional leaders, in essence, establish suitable procedures, create rewards and incentives, and demonstrate care for people. This leadership style is seen to be appropriate for organizations with uncomplicated challenges and duties that are well defined and repetitious (Orme, 2009:10). A leader and a junior engage in a social exchange process in transactional leadership. The exchange is formed and maintained if the advantages surpass the expenses, as determined by the company and the employees. The leader and juniors regard each other as possibly helpful in meeting each other's requirements (Pastor & Mayo, 2008:342). Because there is a psychological contract between the leader and the follower, personnel are managed in a relationship marked by give-and-take dependency (Kent, Crotts & Azziz, 2001:222).

b) Transformational Leadership Style

These leaders believe in the necessity of instilling similar organizational values and goals in their followers and urge them to put the organization's interests ahead of their own. Such leaders' followers may develop their work based on their willingness. Such leaders are concerned about the problems of each employee and strive to instill trust in them while also considering the people's development and growth demands (Avolio et al., 1994). The growing importance of workers' contributions to the business has resulted in a paradigm change in leadership theory, giving rise to the notion of transformational leadership. Transformational leadership focuses on relationship behaviors (Manning, 2002:208) and tries to build a relationship between leaders and their followers that extends beyond simple economic and social exchange. It has been demonstrated to increase contentment with the leader, trust in the leader, and respect for the leader (Lee, 2005:657, Conger, Kanungo & Menon, 2000:760). Transformational leaders, according to Pearce,

Sims, Jnr Cox, Ball, Smith, and Trevion (2003:281), participate in behaviors that transmit a sense of mission, delegate authority, coach and educate, and promote problem solving and the application of logic. These leaders are regarded as highly respected and gifted with exceptional attributes.

c) Laissez-faire Leadership Style

Deluga (1990) defines these leadership behaviors as relatively passive and, in fact, an indication of a lack of leadership. This leadership approach is also known as exception-based management. In this situation, the leader primarily examines bad and harmful actions of followers and takes corrective action only when followers fail to meet predefined goals (Bass, 1990). Laissez-faire leadership is defined as indifference or lack of leadership toward both the behaviors of followers and the consequences of the company (Xirasagar, 2008:602). It is a non-authoritarian leadership style in which leaders aim to provide as little instruction to juniors as possible while attempting to gain control through less obvious techniques (Van Wart, 2005:287). Leaders that use this approach think that individuals flourish when they are given the freedom to respond to their tasks and commitments. Juniors are given entire freedom by the leader, which means they are free to make their own judgments. Even while the leader gives juniors the tools they need to execute their jobs, he or she only participates in their work when requested. Leaders who are laissez-faire prefer to impose no constraints and typically refrain from making choices. Unfortunately, this might lead to juniors being unsure of their authority, responsibilities, and tasks (Bass & Stodgill, 1990:545).

Leadership style on business performance

In order to improve business success, managers positively affect employee satisfaction variables such as cooperation, ability, utilization, creativity, independence, and working circumstances, which are all predictors of business performance (Mafini & Poee, 2013:7). According to this viewpoint, organizational productivity and efficiency are primarily achieved by satisfying people and being responsive to their physiological and socioemotional requirements. Employee happiness may be achieved, according to Gavrea, Ilies, and Stegorean (2011:286), when managers discover actions that help juniors to respond successfully to new difficulties and adapt to changes in the corporate environment as rapidly as possible. Managers, as key agents of business performance, are therefore responsible for creating a high-performing culture, which is accomplished by stimulating and motivating employees, uniting people around common goals, and guiding juniors' behavior so that all of these variables are aligned with strategic priorities (Daft, 2011:372). On the contrary, when a manager makes bad leadership decisions, it causes employee unhappiness as well as feelings of anger, frustration, and distrust (Vasconcelos, 2011:36). As a result, there is a terrible working environment, which causes a loss in productivity and, as a result, poor company performance (Mafini & Poee, 2013:3).

Leadership style on employee commitment

Mert, Keskin, and Bass (2010) conducted a study to evaluate

the link between leadership style and employee commitment in the Turkish banking industry, and they discovered that leadership styles had an impact on employee commitment. Furthermore, Meyer and Allen (1997:19) argue that commitment to the business as a whole actually relates to employees' loyalty to senior management. According to Mahdi, Mohd, and Almsafir (2014:1077), there is a substantial association between leaders' leadership conduct and workers' emotional, continuous, and normative commitment. According to Garg and Ramjee's (2013) research on leadership development and employee commitment in South Africa, leadership styles have crucial roles in shaping levels of affective commitment, continuance commitment, and normative commitment. Fundamentally, companies want managers with effective leadership styles who can boost the workings of employee commitment in a way that favorably influences company success.

Employee commitment

Employee commitment is the force that drives an employee to stay with the business and work tirelessly to achieve organizational goals. A strong employee commitment individual would remain in the organization and accept its goals; he or she would put in greater effort and dedication to achieve those goals (Gholi pour, 2011). Employee commitment, according to Porter (1974), has three characteristics: a strong conviction in adopting the organizational purposes and values, a readiness to work hard for the benefit of the company, and a tendency to stay with the organization. Many studies on this topic have employed a three-component model of employee commitment (Meyer and Allen, 1991) (Gholi ani, 2011):

a) Affective Commitment

This form of employee commitment to the company relates to their sense of belonging to the organization and their active participation in it. Employees with a strong feeling of commitment will remain with the company because they are interested in its missions, duties, and characteristics. Employees' acceptance of the organization's values, attitudes, and beliefs is referred to as affective commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002:21). Juniors who are committed to an organization's principles are willing to go above and beyond to achieve the organization's goals. This means that employees often embrace the aims and values of the firm as their own. This component of commitment involves value equivalency between employees and the organization and is frequently the result of employee aims and values being compatible with organizational objectives (Suliman & Iles, 2000:408).

b) Continuance Commitment

Unlike affective commitment, which includes emotional reliance, continuous commitment considers and quantifies the benefits of remaining in the company versus leaving. This hypothesis indicates that individuals would stay with the organization for a long time; they would start to accumulate capital, and quitting the organization would cause them to suffer additional harm. These investments include time, employment efforts, and specialized organizational abilities, and the higher the costs of leaving the company, the less likely they are to hunt for another job.

Continuance commitment is defined as an employee's psychological attachment to a company that is based on the perceived costs and risks of quitting the company (Curtis & Wright, 2001:60). Time spent in the organization, organization-specific skills, monetary rewards and loss of attractive benefits offered in the organization, giving up seniority-based privileges, disrupting family life, or a lack of alternative employment opportunities outside the organization are all costs of leaving the organization (Powell & Meyer, 2004:165).

c) Normative Commitment

The term normative commitment refers to a sense of commitment to continue working and being employed. Employees with a high normative commitment believe that the company has invested more time and money on their education and advancement, therefore they commit to staying with the business and compensating for all of this. The employee's moral responsibility to remain with the business is characterized as normative commitment (Allen & Meyer, 1996:253). Employees who show normative commitment to the company are discovered as a result of their basic feeling of responsibility, which may have been influenced by socialization experiences gained prior to and after enrollment into the organization (Allen & Meyer, 1990:4). This means that a firm generates normative commitment in its employees over time by investing in them and so implicitly instilling a sense of responsibility to return (Fullerton, 2014:670).

3. Methodology

This study establishes the general leadership style of business managers and how it relates to employee commitment and company business performance within the Klang Valley, Malaysia. A survey design strategy was considered for this study as part of the experimental phase to study leadership style. In order to collect information for this study, a structured questionnaire that functions as a quantitative data collection tool was used. The feedback is then used to draw conclusions about the leadership style most corporate managers' display and how it relates to employee commitment and business performance in the fashion business. In this study, the researcher faced a difficult process to gain access to corporate managers and their superiors to obtain permission to conduct the research. Generally, in a management hierarchy, the higher the advancement, the lower the span of control. Therefore, due to the top management positions held by the participants, the number of participants reporting directly to top managers was minimal. Therefore, using the judgment sampling method is appropriate for this study.

3.1 Measuring instruments

Leadership style and employee commitment were measured by means of two instruments: The Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass and Avolio (2004) and the Three Component Model (TCM) employee commitment survey (OCS) developed by Meyer and Allen (1997). The questionnaire consisted of MLQ

questions and a TCM survey rated on a frequency scale.

1) Multifactor Leadership Style scale

The MLQ scale includes 36 items that identify and measure the three primary leadership styles: transformational leadership, transactional leadership, and laissez-faire leadership. Individual Consideration (IC), Contingent Reward (CR), Management by Exception Active (MbE A), Management by Exception Passive (MbE P), and Laissez-faire (LF) are all examples of leadership styles.

Employee impression of items or remarks contained in the questionnaire was measured using a five-point Likert scale ranging from 1 = not at all, 2 = once in a while, 3 = rarely, 4 = very regularly, and 5 = frequently, if not always. "My leader demonstrates a sense of power and confidence" (Idealized Influence (Attributed) (II A), "my leader discusses their most important values and beliefs" (Idealized Influence Behavior (II B), and "my leader talks enthusiastically about what needs to be accomplished" (Inspirational Motivation) (IM) are some examples. "My supervisor proposes numerous methods for completing assignments." (Intellectual Stimulation) (IS), "My leader invests time to teach and train" (Individual Consideration) (IC), "My leader defines who is accountable for meeting performance goals" "My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards" (Management by Exception - Active (MbE A), "My leader avoids getting involved when important issues arise" (Management by Exception - Passive (MbE P), and "My leader is absent when needed" (Laissez-faire) (LF).

The MLQ questionnaire is based on Bass and Avolio's (1997) full range leadership development theory and has been used over the last 25 years by a number of academics in over 30 countries, including Malaysia, to discriminate between effective and ineffective leaders (Bass & Avolio, 2004). DeVellis (2003:11) argues that one should not necessarily assume that the scales of current instruments are valid measurements with a common thread implying a shared causal outcome. Since its creation, the scale has been evaluated by several researchers, resulting in numerous variants of the scale.

Form 5X, the most recent amended form, was used in this investigation. With Cronbach Alpha coefficients ranging from 0.74 to 0.94, the instrument demonstrates entire internal consistency reliability (Avolio & Bass, 2004:48). Previous researchers' use of the MLQ scale revealed a similar range in terms of score dependability. Behery and Al-Nasser (2016), with a Cronbach Alpha coefficient of 0.79, and Muenjohn and Armstrong (2008), with a Cronbach Alpha coefficient of 0.86, are two examples of investigations. Consistent with past research, the Cronbach alpha evaluation score for this study is 0.9, indicating a good match for this study.

2) Employee Commitment scale

The latest version of Meyer and Allen's (1997) Three Component Model scale (TCM) consisting of 18 items was utilized in this study. The scale has three main components, namely: affective commitment, normative commitment and

continuance commitment. Each component consists of six statements. The TCM form items are also rated using the five-point Likert scale with anchors labelled as 1 = strongly disagree, 2 = slightly disagree, 3 = neutral, 4 = slightly agree, 5 = strongly agree. A sample of the items include "This organization has a great deal of personal meaning for me" (affective commitment), "Too much of my life would be disrupted if I decided I wanted to leave my organization now" (continuance commitment), and "I would feel guilty if I left my organization now" (normative continuance). The internal consistency reliability of the scale has been tested by Yousef (2017), indicating Cronbach Alpha scores: 0.94 for affective commitment, 0.88 for normative commitment and 0.91 for continuance commitment. In Malaysia, the assessment of the scale by Garg and Ramjee (2013) indicated Cronbach alpha of 0.91 for affective commitment, 0.90 for normative commitment and 0.89 for continuance commitment. The scores of Cronbach alpha in this study showed 0.74 for affective commitment, 0.83 for normative commitment and 0.79 for continuance commitment and these are considered to be good enough for this study. In terms of the response type, the measurements in the questionnaire consisted of rating scales, which made it easy for respondents to complete the questionnaire. The rating scales were in the form of interval variables in the form of numbers used as labels, which according to Foster (2001:6) allows a thorough statistical analysis.

Fashion Firms selected for interviews

Firm	Type of firm	Age of firm	Received government grant	Products
1.	Modest	4	Yes	Apparel, Shoes
2.	Modest	4	Yes	Apparel
3.	Mixed Modest & Modern	17	Yes	Apparel, Bags
4.	Modest	14	Yes	Apparel, Bags, Shoes
5.	Modest	13	Yes	Apparel, Bags, Shoes
6.	Mixed Modest & Modern	16	Yes	Apparel, Bags, Shoes
7.	Modest	8	Yes	Apparel, Bags, Shoes
8.	Modest	8	Yes	Apparel, Bags
9.	Modest	1	Yes	Apparel
10.	Mixed Modest & Fashion	15	Yes	Apparel, Shoes, Bags

4. Results & Discussions

4.1 Bi-variate correlation analysis

In order to test the right association between independent and dependent variables of this study, namely leadership styles, employee commitment and business performance, a bivariate analysis was conducted. The results, based on a two-tailed Pearson product moment correlation test, are presented in Table 4.4. For this test, the correlation coefficient (r) ranged from +1.0 to -1.0. Where the value of r is +1.0, a perfect positive right relationship exists between the variables; where the value of r is -1.0, there is a perfect inverse relationship between the variables and where r is 0,

there is no correlation between the variables (Zikmund, 2000:511). The results of the test showed that the transformational leadership style demonstrated a statistically significant relationship of a positive nature with affective commitment ($r = 0.42$, $p = 0.000$), continuance commitment ($r = 0.185$, $p = 0.005$) and normative commitment ($r = 0.40$, $p = 0.000$). For the transactional leadership style, Management by Exception (Active) did not show any statistically significant association with affective commitment ($r = -0.04$, $p = 0.504$), normative commitment ($r = -0.04$, $p = 0.530$) or continuance commitment ($r = 0.10$, $p = 0.125$). Instructively, the Management by Exception (Passive) aspect of transactional leadership style displayed a significant correlation with affective commitment ($r = -0.25$, $p = 0.000$) and normative commitment ($r = -0.19$, $p = 0.005$). However, there was no significant relationship with

continuance commitment ($r = -0.08$, $p = 0.202$).

It is important to highlight that all of the relationships were, however, negative in nature. As for the laissez-faire leadership style, the results showed that the variable correlates significantly with affective commitment ($r = -0.36$, $p = 0.000$) and normative commitment ($r = -0.24$, $p = 0.000$). These relationships were inverse in nature. The relationship with continuance commitment ($r = -0.12$, $p = 0.062$) was however not statistically significant at a 95% confidence level. Furthermore, despite having expected that the independent variables would statistically correlate in a significant way with the dependent variable specified for this study, namely business performance ($p > 0.05$), the analysis of the data has shown that this correlation did not exist.

Table 4.1: Results of Bivariate Correlation analysis

		Transformational Leadership Style	Contingent reward	Management by Exception (Active)	Management by Exception (Passive)	Laissez-faire Leadership Style	Affective Commitment	Continuance commitment	Normative Commitment	Business Performance
Transformational Leadership Style	R	1								0.05
	p-value									0.494
Contingent reward	R	0.84	1							0.04
	p-value	0.000								0.551
Management by Exception (Active)	R	0.09	0.10	1						-0.01
	p-value	0.187	0.134							0.45
Management by Exception (Passive)	R	-0.61	-0.54	0.02	1					-0.08
	p-value	0.000	0.000	0.739						0.238
Laissez-faire	R	-0.68	-0.57	0.04	0.72	1				-0.08
	p-value	0.000	0.000	0.593	0.000					0.264
Affective	R	0.42	0.34	-0.04	-0.25	-0.36	1			0.17
	p-value	0.000	0.000	0.504	0.000	0.000				0.014
Continuance	R	0.18	0.16	0.10	-0.08	-0.12	0.35	1		-0.04
	p-value	0.005	0.018	0.125	0.202	0.062	0.000			0.516
Normative	R	0.40	0.35	0.04	-0.19	-0.24	0.58	0.41	1	0.04
	p-value	0.000	0.000	0.530	0.005	0.000	0.000	0.000		0.523

Multivariate analysis

Employee commitment (affective commitment, continuance commitment, normative commitment) was investigated as a possible mediator of the relationship between leadership styles (transformational leadership style, transactional leadership style, laissez-faire leadership style) and business

performance as part of the effort. The researchers were also interested in the moderating influence of scope of control in the link between leadership style and employee commitment. The goal in this example was to see if the scope of power altered the link between leadership styles and employee commitment.

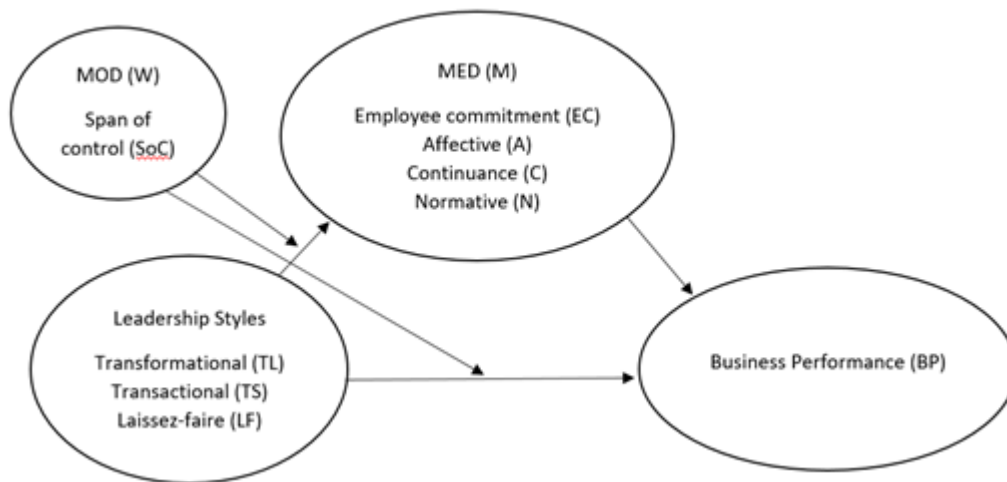


Figure 4.1: Conceptual model of inter-relationship between Leadership styles, employee commitment and business performance

In addition to other statistical tools utilized to examine these inter-relationships, there were also options to multivariate assessment that allowed the effects of more than one variable to be considered, simultaneously. Figure 4.1 presents the study's conceptual model which portrays the relationships of variables including the mediating and moderating roles that are examined.

Regression analysis

The test results of the relationship between the study's independent and dependent variables are presented in Tables 4.2, 4.3 and 4.4 and the hypotheses were used to guide the analysis. The study was interested in determining whether or not there was a relationship between the studied leadership styles and employee commitment. The critical assumptions underlying multiple regression analysis include the fact that:

- A sample size must be acceptable for the regression analysis. This acceptability according to Tabachnick and Fidell (2007:123) means that the sample size must be more or equal to $50 + 8m$ (where m = number of independent variables). Using this formula, the minimum recommended sample size for the current study would therefore have been $50 + (8 \times 5) = 90$. However, a sample of 200 respondents was utilized which exceeds the recommended sample size.
- Variables to be tested must not demonstrate very high levels of correlation, a case of multicollinearity. Multicollinearity exists when the independent variables are highly correlated ($r=0.9$ and above) with one another (Pallant, 2011:151). For this study, the independent variables did not display a high level of correlation with each other given that no correlation coefficients higher than 0.9 were realized when they were examined for multicollinearity.
- The data gathered from respondents should be distributed in a way that resembles a normal distribution. According

to Field (2009:45), sample size should be greater than 30 ($n>30$) because, according to the central limit theorem, the higher the absolute size of a sample, the closer its data distribution will be to the normal distribution. Because the sample size in this study ($n=200$) is more than 30, the central limit theorem clause is judged relevant.

While the study is aimed to report on the transactional leadership style as a single construct (similar to the transformational and laissez-faire leadership styles), it was no longer a viable option when the hypotheses were tested. This was owing to the fact that the three sub-constructs of the final measuring model for transactional leadership style judged adequate for this study did not positively correlate with one another. As a result, it became essential to investigate the correlations that transactional leadership components have with the dependent variable rather than the initial research idea of merging these components into a single construct. The choice was helped by the fact that the bivariate analysis in Table 4.1 revealed no link between the three sub-constructs of the transactional leadership style. As a result, the theories of the transactional leadership style have to be deconstructed. This meant that instead of combining the features of transactional leadership style, namely Contingent Reward, Management by Exception (Active), and Management by Exception (Passive), to report on the transactional leadership hypothesis, they were reported individually as transactional leadership style representatives.

Leadership style and employee commitment

H10: *There is no relationship between the transformational leadership style of business managers and employees' affective commitment.*

Table 4.2: Leadership styles and affective commitment

	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
(Constant)	2.676	.503		5.324	.000	1.685	3.666
Transformational Leadership Style	.424	.140	.379	3.024	.003	.148	.700
Transactional Leadership Style							
Contingent Reward	-.017	.120	-.016	-.138	.890	-.254	.220
Management by Exception (Active)	-.067	.057	-.071	-1.179	.240	-.180	.045
Management by Exception (Passive)	.110	.089	.110	1.235	.218	-.066	.286
Laissez-faire Leadership Style	-.183	.096	-.184	-1.913	.057	-.371	.006
a. Dependent Variable: Affective Commitment							

H2o: There is no relationship between the contingent reward aspect of the transactional leadership style of business managers and the affective commitment of their juniors.

H3o: There is no relationship between the Management by Exception (Active) facet of the transactional leadership style of business managers and the affective commitment of their juniors.

H4o: There is no relationship between the Management by Exception (Passive) aspect of the transactional leadership style of business managers and the affective commitment of their juniors.

H5o: There is no relationship between the laissez-faire leadership style of business managers and the affective commitment of their juniors.

Table 4.3: Leadership styles and continuance commitment

	Unstandardised Coefficients		Standardised Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
(Constant)	1.665	.741		2.248	.026	.206	3.125
Transformational Leadership Style	.282	.206	.186	1.365	.174	-.125	.689
Transactional Leadership Style							
Contingent Reward	-.007	.177	-.005	-.041	.968	-.356	.342
Management by Exception (Active)	.109	.084	.086	1.298	.196	-.057	.275
Management by Exception (Passive)	.075	.132	.055	.572	.568	-.184	.334
Laissez-faire Leadership Style	-.057	.141	-.042	-.404	.686	-.335	.221
a. Dependent Variable: Continuance Commitment							

H6o: There is no relationship between the transformational leadership style of business managers and the continuance commitment of employees.

H7o: There is no relationship between the contingent reward feature of the transactional leadership style of business managers and the continuance commitment of their juniors.

H8o: There is no relationship between the Management by Exception (Active) feature of the transactional leadership style of business managers and the continuance commitment of their juniors.

H9o: There is no relationship between the Management by Exception (Passive) feature of the transactional leadership style of business managers and the continuance commitment of their juniors.

H10o: There is no relationship between the laissez-faire leadership style of business managers and the continuance commitment of their juniors.

H11o: There is no relationship between the transformational leadership style of business managers and the normative commitment of their employees.

Table 4.4: Leadership styles and normative commitment

	Unstandardised Coefficients		Standardised Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
(Constant)	1.227	.535		2.294	.023	.173	2.281
Transformational Leadership Style	.500	.149	.427	3.353	.001	.206	.793
Transactional Leadership Style							
Contingent Reward	.042	.128	.037	.327	.744	-.210	.294
Management by Exception (Active)	-.001	.061	-.001	-.024	.981	-.121	.118
Management by Exception (Passive)	.098	.095	.094	1.036	.301	-.089	.286
Laissez-faire Leadership Style	.002	.102	.001	.015	.988	-.199	.202
a. Dependent Variable: Normative Commitment							

H12o: There is no relationship between the contingent reward feature of transactional leadership style of business managers and the normative commitment of their juniors.

H13o: There is no relationship between the Management by Exception (Active) feature of transactional leadership style of business managers and the normative commitment of their juniors.

H14o: There is no relationship between the Management by Exception (Passive) feature of transactional leadership style of business managers and the normative commitment of their juniors.

H15o: There is no relationship between the laissez-faire leadership style of business managers and the normative commitment of their juniors.

Leadership styles and business performance

H16o: The use of a transformational leadership style by a manager bears no association with business performance.

H17o: There is no relationship between the contingent reward feature of the transactional leadership style of business managers and business performance

H18o: There is no relationship between the Management by Exception (Active) feature of the transactional leadership style of business managers and business performance.

H19o: There is no relationship between the Management by Exception (Passive) feature of the transactional leadership style of business managers and business performance.

H20o: The laissez-faire leadership style of a manager does not correlate with business performance.

Table 4.5: Leadership styles and business performance

	Unstandardised Coefficients		Standardised Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound
(Constant)	84,063	9,050		9,288	0,000	66,221	101,904
Transformational Leadership Style	-0,245	2,521	-0,014	-0,097	0,923	-5,215	4,725
Transactional Leadership Style							
Contingent Reward	-0,077	2,164	-0,005	-0,036	0,972	-4,344	4,190
Management by Exception (Active)	-0,151	1,036	-0,010	-0,145	0,884	-2,193	1,892
Management by Exception (Passive)	-0,941	1,623	-0,059	-0,580	0,563	-4,140	2,259
Laissez-faire Leadership Style	-0,721	1,726	-0,045	-0,418	0,676	-4,124	2,681
a. Dependent Variable: Business Performance							

Table 4.6: Employee commitment and business performance

	Unstandardised Coefficients		Standardised Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	71.219	4.462		15.962	0.000	62.424	80.015
Affective commitment	3.682	1.322	0.235	2.785	0.006	1.076	6.288
Continuance commitment	-1.220	0.871	-0.105	-1.401	0.163	-2.936	0.496
Normative commitment	-0.757	1.297	-0.051	-0.584	.560	-3.314	1.800
a. Dependent Variable: Business Performance							

H21o: *There is no relationship between affective commitment and business performance.*

H22o: *There is no relationship between normative commitment and business performance.*

H23o: *There is no relationship between continuance commitment and business performance.*

5. Future Scope

As a result, more study into these constructs may enable the analysis of demographic characteristics associated to business managers as well as employees in their work units/organizations. This may give further information about corporate managers' preferred leadership styles. While the research's focus was on business managers in Klang Valley enterprises, a comparable study across Malaysia's private sector might be done to determine the links discovered in this study. Furthermore, it may be advantageous to study problems of causation, rather than merely relationships, between the constructs, and this should be done using a longitudinal research strategy. Furthermore, due to the difficulties encountered in data collection, which resulted in the researcher utilising a smaller sample, additional study with a bigger sample is advised in order to obtain broader representation from the total community. Despite the significance of this study's selected sampling approach, a comparable investigation employing a random sample method may also be of value, allowing for the generalisation of such a study's conclusions. The leadership style measuring instrument used in this study was adjusted to be appropriate for use in the Malaysian setting. To enable more effective statistical analysis in this study, a modification procedure including the collapse of components in the transformational leadership measuring model was initiated. It is worth noting that the instrument was created from a Western viewpoint, and the creation of a similar leadership measuring model in the Malaysian setting may signal well for the richness of Malaysian management and leadership literature.

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Author Profile



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