"A STUDY OF RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES IN THE EASTERN PROVINCIAL COUNCIL"

LIBRARY
27 MAR 2024
EUSL, SRI LANKA.

MBA 68
Thesis
Library - EUSL

Nagarasa Manivannan

EU/07/MBA/14

A thesis submitted in partial fulfillment of the

requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION (MBA)

at the

Postgraduate Studies Unit
Faculty of Commerce and Management
Eastern University, Sri Lanka
Vantharumoolai

2021

TABLE OF CONTENTS

ABSTRACT..... iv

TABLE OF CONTENTS..... v

LIST OF FIGURES..... vii

LIST OF TABLES..... ix

ACKNOWLEDGEMENTS..... x

CHAPTER ONE: INTRODUCTION.....

1.1 Background of the study..... 1

1.2 Problem Statement..... 3

1.3 Research Questions..... 5

1.4 Objective of the Research..... 7

1.5. Significance of the Research..... 7

1.6. Scope of the study..... 9

1.7. Organization of Chapters..... 9

CHAPTER TWO: LITERATURE REVIEW .....

2.1. Introduction – Leadership..... 11

2.2 The Concept of Leadership..... 11

2.3 Leadership versus Management..... 14

2.4 Leadership Theories..... 17

2.5. Full Range Leadership Approach..... 28

2.6. Conclusions – Leadership..... 36

2.7. Introduction - Organizational Commitment..... 37

2.8. The Concept of Organizational Commitment..... 38

2.9. Organizational Commitment as a Multidimensional construct..... 42

2.10. Development of Organizational Commitment..... 46

2.11. Consequence of Organizational Commitment..... 54

2.12. Leadership Styles and Organizational Commitment..... 55

2.13. Conclusions – Organizational Commitment..... 57

2.14. Evidence of Research Findings..... 57

CHAPTER THREE: RESEARCH METHODOLOGY.....
3.1 Introduction..... 66
3.2 Data..... 66
3.3 Conceptual Framework and Hypothesis..... 67
3.4. Operationalization 68
3.5. Population and Sampling techniques..... 69
3.6 Sample size, Sampling Distribution and Sampling technique..... 70
3.7. Methodology..... 72
3.8. Method of Data presentation and Analysis..... 76
3.9. Conclusion..... 77
CHAPTER FOUR: ANALYSIS OF RESULTS .....
4.1 Introduction..... 78
4.2 Data Presentation..... 78
4.3. Description of Quantitative Data..... 84
4.4. Analysis of Correlation and hypothesis..... 96
4.5. Conclusion..... 99
CHAPTER FIVE: RECOMMENDATION AND CONCLUSION.....
5.1 Introduction..... 100
5.2 Reiteration of Problem Statement..... 100
5.3 Reiteration of Research Questions..... 101
5.4. Reiteration of the Research Objectives..... 101
5.5. Discussion..... 102
5.6. Recommendation..... 105
5.7. Conclusion..... 108
5.8. Area for further research..... 109
REFERENCES 110
APPENDIX 1 Covering letter for Questionnaires..... 117
APPENDIX 2 Multifactor Leadership Questionnaire (MLQ) – Rater..... 118
APPENDIX 3 Multifactor Leadership Questionnaire (MLQ) – Leader..... 120
APPENDIX 4 Organizational Commitment Questionnaire (OCQ)..... 122

LIST OF FIGURES

Figure 2.1 The Basic Leadership Approaches..... 18

Figure 2.2 Transformational Leadership model..... 27

Figure 2.3 Full Range Leadership Approach..... 28

Figure 2.4 Transactional leadership process..... 34

Figure 3.1 Conceptual Framework 67

Figure 4.1. Gender Distribution..... 80

Figure 4.2. Distribution of categories of staff..... 80

Figure 4.3. Gender and categories of staff..... 80

Figure 4.4. Gender and ethnicity..... 81

Figure 4.5. Gender and Management levels..... 83

Figure 4.6. Correlation between Rater and Leaders responses on Transformational Leadership style..... 90

Figure 4.7. Correlation between Rater and Leaders responses on Laissez-Faire Leadership style..... 91

Figure 4.8. Correlation between Rater and Leaders responses on Transformational Leadership..... 92

Figure 4.9. Correlation between the responses of leaders and followers on Effectiveness..... 93

Figure 4.10. Correlation between the responses of leaders and followers on Extra Effort 93

Figure 4.11. Correlation between the responses of leaders and followers on Satisfaction..... 93

Figure 4.12 Correlation between Transformational Leadership style and Employees' Commitment..... 98

Figure 4.13. Correlation between Transactional Leadership Style and Employees' Commitment..... 98

Figure 4.14. Correlation between Laissez-Faire Leadership Style and Employees' Commitment..... 98

LIST OF TABLES

Table 2.1 Leadership versus Management Descriptions..... 15

Table 2.2 Studies of Leadership traits and Characteristics..... 20

Table 2.3 Dimensions of Organizational Commitment within Multidimensional models 41

Table 3.1 Variables 67

Table 3.2 Operationalization of variables, Dimensions and indicators 69

Table 3.3 Population and Sample..... 71

Table 3.4 Sampling Techniques..... 72

Table 4.1. Gender and categories of staff..... 79

Table 4.2. Gender and ethnicity..... 81

Table 4.3. Gender and Management levels cross-tabulation..... 82

Table 4.4. Summary of the Data Presentation..... 83

Table 4.5. Description of results on Leadership..... 84

Table 4.6. Comparison of Leaders (HoDs) & Followers (Subordinates) responses..... 87

Table 4.7. Overall results of the study..... 88

Table 4.8. Comparison of correlation of factors..... 92

Table 4.9. Description of results on Commitment..... 94

Table 4.10. Overall analysis of Commitment..... 95

Table 4.11. Correlation coefficients for Leadership styles and Employees' Commitment..... 96