

New Leadership Style and Lecturers' Commitment in Yemen Higher Education Institutions

Sameh Adel Abdo Saeed, Hamid Mahmood Gelaidan and Fais Ahmad

School of Business Management, College of Business,
University Utara Malaysia, Sintok 06010, Kedah, Malaysia

Abstract: This aim of this study is examined the effect of new leadership style such as transformational and transactional leadership on the organization commitment such as affective, continuous and normative. The data collection of this study was based on higher education particularly academic staff in public universities Yemen. The finding of this study showed that there is a positive significant relationship between the transformational leadership organizational commitment dimensions affective, continuous and normative. Furthermore, transactional has also been found positive significant relationship with all dimensions of organizational commitment except organizational normative commitment. This study find out that leadership is crucial factor of enhancing the organizational commitment primary in higher education context.

Key word: Leadership style • Organizational Commitment • Yemen

INTRODUCTION

Leadership has generally been considered by various academicians and practitioners as the top most crucial topic in organizational [1]. Its importance stems out from the fact that the organization's success hinges on the quality of the leaders style. These leaders hold the key role in decision making that lays down the company's goals and the processes by which these goals are achieved. In line with, organizational commitment is one of the significant constant organizational problems faced by managers [2-4]. In response to that, many forward-thinking organizations are striving to create a positive organizational climate in order to keep those good employees through various human resource management initiatives [5]. Even though, there is a great deal was done to investigate the linkage between leadership styles and organizational commitment, but relatively lack of research has been conducted in the current research focus. Furthermore, it is important in higher education for the academic staff to know what aspects play important roles or have big impacts in boosting the commitment of the employees. In addition, the past twenty years, transformational leadership has been studied extensively by leadership researchers and

has been found positively associated with a widely of organizational outcomes such as performance, job satisfaction, organizational commitment [6-9] stated that no organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. Thus, many factors have to be undertaken by the organization such as the leadership style which is the crucial factor. Although the results did indicate a positive relationship; the study could not provide clear relationship between the transformational leader and organizational commitment [6]. Public sector in organization in Yemen is the face the same of lack of organizational commitment with other organizational internationally [10]. Due to the several factors such as leadership style, job satisfaction, there is lack of organizational commitment among the academic staff in the Yemeni universities [11]. Furthermore, the experienced academic staff leaving from their universities to work in universities overseas or for other industries in Yemen is considered as one of the main threats [11]. Therefore, since there is a lack of study on the relationship between leadership styles and organizational commitment in higher education particularly in Yemeni academic staff setting, this study was carried out and responds to the call.

Corresponding Author: Hamid Mahmood Gelaidan, School of Business Management,
College of Business, University Utara Malaysia, Sintok 06010, Kedah, Malaysia.
Tel: +60125320040.

The concepts of leadership as expounded by [12] and organizational commitment stressed on by [13] have been important areas of research for decades. Nevertheless, the roles of leadership and organizational commitment have always been ambiguous, currently various expert such as [1,2,14] demonstrated that regardless of the increasing number of research on leadership phenomena, there is still a lot of ground to cover and needs further major development.

Organizational Commitment: Organizational Commitment is a crucial concept when it comes to management and behavioral sciences. Organizational commitment stems from the human relations movement in the early to mid-20th century. During that time, the notion was presented focused upon feelings and behaviors of employees towards the organization they work in [15]. Employees who are committed are expected to be loyal to the organization and they are expected to feel the importance of its values goals and mission. [16] declared that commitment could be classified into three factors: a) a strong belief and acceptance of the organization's goals and values, b) a willingness to exert considerable effort on behalf of the organization and c) a definite desire to keep organizational membership. Continuously, [17] indicated that organizational commitment is an affective attachment to an organization through shared values, a desire to belong to an organization and willingness to exert effort on its behalf and it was also defined in terms of the strengths of an individual's identification and involvement in a particular organization. Consequently, [18] have expounded the organizational commitment concept and they stated that it can be categories into two components such as attitudinal (affective) and behavioral (continuance). The concept of commitment was extended in term of desire, need and duty to remain in the organization. They also added normative commitment as new dimensions. However, organizational commitment can be categorized to three components as follows: 1) affective commitment 2) continuance commitment 3) normative commitment. In details, affective commitment was said to refer to an "employee's emotional attachment to, identification with and involvement in the organization." In other words, an employee has a good commitment to the organization because it is what he/she desires. They said that continuance commitment was an "awareness of the costs associated with leaving the organization." This type of commitment is maintained because it meets a need. Finally, normative commitment,

exists when there is a "feeling of obligation to continue employment." In other words, employees feel they should stay with the organization.

Affective Commitment was defined as an emotional attachment to an organization by [13]. They also recommended four characteristics of affective commitment: a personal characteristic, the structural characteristics, related jobs and characteristic work experiences.

Continuance Commitment is an individual's sense of duty to stay with a particular organization [18] and it refers to an awareness of the costs associated with leaving the organization. [19] indicated that continuance commitment represents an employee's recognition of the cost associated with leaving an organization. This means employees need to get the benefits of remaining with the organization against the cost of moving to another company and starting over. Therefore, commitment is a consequence of stimulations or exchanges between an individual and an organization.

Normative Commitment is an individual's feeling of duty to remain with a particular organization [19]. Furthermore; it is the feeling of obligation toward the organization. It has been reported in literature [20] about normative commitment that can be increased from a sense of unfulfilled obligation to reciprocate unusually good treatment by the employer. They also indicated that, employees with a high level of normative commitment feel that they ought to remain with the organization". Therefore, Meyer and Allen's [21] three-component model will be utilized in this study because it measures the three types of organizational commitment

Transformational Leadership: Burns [22] defined transformational leadership as transforming between the leaders in performance and outlook. The leader and follower interaction is known as the transformational influence process and it is also referred to as transformational leadership [23]. Transformational leaders delegate assignments as opportunities for growth [24-26]. Past studies have constantly reported that transformational leadership is more effective, productive, innovative and satisfying to followers, as both parties work towards the good of an organization propelled by shared visions and values as well as mutual trust and respect [6,7,27]. Transformational leaders treat followers as individuals and would spend time coaching them in order to develop their capabilities and subsequently create meaningful exchanges between them [28].

This implies that transformational leaders believed in sharing of formalized power and more often practice the use of personal power. In addition to that, transformational leadership generates more of a learning culture than other types of leadership styles where the transformational leaders focus on new norms, creative behaviors and better values [29, 30] indicated that transformational leadership can be categorized in several dimensions such as: (1) idealized influence (attributed); (2) idealized influence (behavioral), (3) inspirational motivation - leader energizes followers with optimism and vision; (4) intellectual stimulation; and (5) individualized consideration.

Idealized Influence is a charismatic part of transformational leadership in which the leader becomes a role model who is admired, respected and emulated by followers [23]. They also indicated that transformational leaders are ready to take and share the risks with followers and indicated that transformational leaders show charisma by articulating a reasonable vision and a sense of purpose that can be shared. Transformational leaders inspire subordinates through example, stimulate them intellectually and give rise to individual concern and make them feel happy with the organization.

Inspirational Motivation motivates and inspires the subordinates, by putting in place practices to create attractive vision statements, moving up the follower goals and inspiring their interest and optimism [31]. In other words, the employee is fully satisfied and feels an obligation toward the organization and is willing to do anything in order to achieve the organization goal [32]. It is defined as a source of inspiration for those leaders who set ambitious targets as a way to get followers to succeed. Transformational leaders inspire and motivate others to "provide direction and challenge to their followers work" [23]. Therefore, the transformational leaders pay attention to the concerns and needs of developing subordinates, to help them study the problems through different viewpoints and are able to inspire and excite achievement.

Intellectual Stimulation leader's help followers learn to recognize and respond to the variety of needs, problems and motivations [33], which that increase the confidence level and responsibility of the subordinates. [23] stated that transformational leaders stimulate their followers' efforts "to be innovative and creative in calling into question the assumptions, reframing problems and approach situations in a new way". Transformational leaders ask their subordinates for ideas and innovative solutions to problems and include followers in problem solving [34].

Individualized Consideration deals with followers based on individual needs of followers for the achievement and growth and it recognizes and demonstrates the acceptance of the followers of individual differences in terms of the needs and desires [34]. The practicing this behavior would be able to realign the subordinate values and standards, to promote both personal and organizational changes and help them to overcome their early adopters' performance expectations.

Transactional Leadership: In this leadership style behaviors is based on sought to motivate followers by appealing to their self-interests [22]. These leaders motivate subordinates to achieve expected levels of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance levels [32]. [35] transactional leaders employ three factors: (1) contingent reward; (2) management-by-exception active; and (3) management-by-exception passive. Transactional leadership involves contingent reinforcement where followers are motivated by their leaders' promises, rewards and praises. It may take the form of employees being rewarded accordingly and the leader will clarify to the followers through direction or participation [26]. Conversely, this style of leadership may take the form of passive leadership, especially when the leader practices passive managing-by-exception by waiting for issues or problems to surface before taking corrective measure [36].

Contingent Reward is based on economic and emotional exchanges, by clarifying role requirements and rewarding and parsing desired outcomes. In contingent rewards, the leader provides followers with material and psychological rewards contingent on the fulfillment of contractual obligations. [12] emphasized that by providing contingent rewards, a transactional leader might inspire a reasonable degree of involvement, loyalty, commitment and performance from subordinates. This characteristic can be implemented as a reward or increase in pay, or praise that occur when the subordinate performs at acceptable levels. When they have not performed in an acceptable level, they would get negative consequences: for example, withholding bonus, or pay decrease.

Management by Exception Active is based on system for actively monitoring errors and gaps in performance and tasks; it is a corrective action [37]. Therefore, it is a negative transaction, because the leader monitors deviations from norms and provides corrective actions.

Management by Exception Passive is similar with active but in this regard, the leader just waits until deviations occur before intervening. This means the leaders pay attention more to the subordinate when corrective actions are important. Therefore, there are no preventive actions or attempts by the leader to monitor or influence performance [37].

Research Framework and Hypothesis Development:

Leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behavior of his or her subordinates to accomplish organizational goals [38]. In other words, leadership is described as the selection of bases of influence [39]. [40] stated that individual similarities or differences might influence the extent to which people respond favorably to organizational efforts to establish social exchange relationships. This implies that reciprocation deserves more attention as potential antecedents to the development of leadership in the future, since social exchange relationships are likely to have more positive consequences for employees and organizations. Past literature had indicated clear links between certain kinds of leadership and subordinated attitudes to work and their wellbeing at work [41]. However, what has so far been elusive has been evidence of a direct relationship between transformational and transactional leadership styles and employees' organizational commitment. It is believed that leadership style is playing an important role of enhancing the organizational commitment. The research framework was construct based on the [12] model and [31] and three component model of organizational commitment developed by [42].

Transformational Leadership and Organizational Commitment:

There is considerable research now available suggesting that transformational leadership is positively associated with organizational commitment in a variety of organizational settings and cultures [7, 27, 43-46]. Furthermore, [1] found that there was a significant relationship between leadership styles transactional and transformational- and organizational commitment of the employees. Similarly with some studies such as [4, 47, 48] they agreed that the ability of leaders to properly use transformational behaviors had been a major determinant of organizational commitment. Due to widely agreement that transformational leadership can affect the organizational commitment, but majority of them have recommended for further investigation especially in different culture and research context. Therefore, based on that argument we purpose the following:

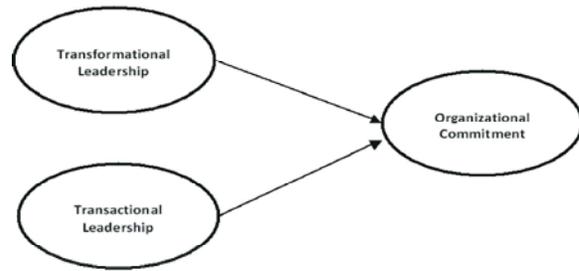


Fig. 1: Research Model

H1: There is a positive relationship between transformational leadership and affective organizational commitment

H2: There is a positive relationship between transformational leadership and continuance organizational commitment

H3: There is a positive relationship between transformational leadership and normative organizational commitment

Transactional Leadership and Organizational Commitment:

[22] who pioneered the study of transactional leadership, indicated that transactional leaders are those who sought to motivate followers by appealing to their self-interests. These leaders motivate subordinates to achieve expected levels of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance levels [32]. Conversely, this style of leadership may take the form of passive style, especially when the leader practices passive managing-by-exception by waiting for issues or problems to surface before taking corrective measure [22, 36]. Transactional leaders set goals, articulate explicit agreements regarding what the leader expects from organizational members and how they will be rewarded for their efforts and commitment and provide constructive feedback to keep every person on task [49, 50]. Thus, pervious study found that transactional leadership is positive related to the organizational commitment such as [4, 45, 48]. Due to uncertainty and disagreement in what aspect the transactional leadership style can affect the subordinate, we propose the following hypothesis:

H4: There is significant relationship between transactional leadership and affective organizational commitment

H5: There is significant relationship between transactional leadership and continuance organizational commitment

H6: There is significant relationship between transactional leadership and normative organizational commitment

MATERIALS AND METHODS

The primary source of data for this study is the respondents who were proportionately and randomly sampled from a population of 200 from academic staff of selected public universities in Yemen, out of that 105 was return and used in the analysis with reasonable respond rate. This survey was distributed hand to hand to the academic staff in the selected public universities in Yemen. Description and correlation was conducted in this study as well testing the hypothesis using the multiple regressions.

Constructs Instruments: This section illustrates the measurement of the variables which conduct in this study, three variable which as following: firstly, *organizational commitment* was measured using the organizational commitment’s three component model [19, 42] namely affective, normative and continuance, with 24 items. Secondly, *transformational leadership* was measured using 20 items from [31] Multifactor Leadership Questionnaire (MLQ). Thirdly, *transactional leadership* was measured using 12 items from [31] which is also commonly used to measure transactional leadership with seven point likert scale was conducted.

Finding

Respondents Profiles: Majority of the responded were from Sana’a University 34 % out of totaled respondents. Sana’a university located in the capital city of Yemen and considers the biggest university in Yemen. In term of gender because the society is masculine mostly respondent were male (81%). The experiences matter category from 1 to 5 years were the majority responded at 39%, with ages from 31 to 35 (29%). Finally, the respondents’ level of education was (47%) who hold master degrees.

Descriptive Analysis and Correlation: Table 1 showed that the result of descriptive statistics, cronbach's alpha reliabilities and correlations for the variables. The mean range for all variables in positive side and mostly agree at range 3.327-3.531. The reliabilities finding showed the range for all variable .541-0.863 which that exceeded recommended value 0.5 suggested by [51]. The results indicated that there was a significant correlation between all construct. The range of the correlation among the constructs from 0.377 to 0.635 which is in accepted level and met requirement.

Hypotheses Testing: The multiple regression analysis determines which variables (independent variables) explain variability in the outcome, how much variability in the dependent variables is explained by the independent variable (s) and which variables are significant (over other variables) in explaining the variability of the dependent variable. Multiple regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable.

Table 1: Means, Standard Deviations, Reliability Coefficients and Correlations

Variables	Mean	Std deviation	Cronbach's Alpha	1	2	3	4	5
Affective commitment	3.349	0.509	.541	1				
Continuance commitment	3.467	0.597	.620	.494**	1			
Normative commitment	3.531	0.616	.640	.407**	.601**	1		
Transformational Leadership	3.464	0.498	.863	.389**	.635**	.610**	1	
Transactional Leadership	3.327	0.604	.774	.517**	.519**	.377**	.432**	1

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

Table 2: Summary of Multiple Regression Analysis

Construct	Dependent variable	R ²	F	Std. Error of the Estimate	Durbin-Watson	Beta	Sig	Decision
Transformational	Affective	.301	21.961	.42958	1.927	.204	.028	Confirmed
Transactional	Affective					.429	.000	Confirmed
Transformational	Continuance	.477	46.547	.43591	1.749	.505	.000	Confirmed
Transactional	Continuance					.301	.000	Confirmed
Transformational	Normative	.388	32.328	.48622	1.888	.549	.000	Confirmed
Transactional	Normative					.140	.106	Rejected

Based on Table 2, showed that all independent variable transformational and transactional leadership were positively related with organizational commitment dimension namely affective, continuous, normative at significant level. 000 with expectation with one relation. The finding showed that all hypothesis was confirmed only one which were rejected between the transactional leadership and normative commitment. The R^2 pretty good and the independent variable were explained the variance in the dependent variable in range. 391 -477. The leadership style can explain about 30% on the organizational affective commitment. While, it explained about 47% on organization alcontinuous commitment. Furthermore, the leadership style explains about 34% on organizational normative commitment. The finding showed there is no multicollinearity or other barrier assumptions among the variable and the Durbin-Watson met the requirement in optimal position.

DISCUSSIONS

The finding of this study is added valuable to the existing literature related. Transformational leadership was significantly related to all aspect or dimensions of organizational commitment namely affective, continuous and normative. In the same way of token, the current finding in line with previous studies such as [1, 2, 4, 14, 46, 48]. It can be showed that transformational leadership is very curial factor of enhancing the organizational commitment in the Yemensetting. The employees in Yemen setting also can be influence by the behavior of the transformational leadership which that can be cleared the more the leader showed transformational charisma the more he or she can enhance and to be admired from the subordinate. Transactional leadership is more based on the exchange approach between him and the follower, thus this study was found significantly related with organizational commitment dimensions expect the normative commitment which found that transactional is not significant related to. The result is quite surprising and it can be figure out that transactional leadership is not good predictor of normative commitment same as transformational leadership. In addition, transformational leadership in this case showed it is more powerful. However, this result is begin found it by previous studies such as [4, 45, 48].

CONCLUSIONS

Organizations are always expending efforts in order to improve the efficacy and performance. Thus, creating the need to comprehend the factors that may either directly or indirectly affect the individual's behavior in organizations. The current linkage reduces in somehow the existing gape between organizational commitment and leadership style. Both subjects played a major role in successes of organizations. The outcome indicates that both transformational and transactional leadership have great impact on organizational commitment. In the same with other study limitations inherent any work: firstly, the research focuses on the higher education aspect and ignoring other context. Secondly, the sample size was too small which consider as the main limitation; future research should employ a much larger sample size. Thirdly, a cross sectional strategy was employed when doing the survey distribution; future studies could look into and employ a longitudinal strategy to enable for further findings. The researcher also recommends a few approaches to be undertaken to enhance organizational commitment in general and in Yemeni context particularly such as look other factor can enhance organizational commitment for example job satisfaction, motivation, security and engagement. Moreover, further study looking at the antecedents and consequences of organizational commitment. Even though there are a huge number of studies in leadership style and organizational commitment but the image still not clear yet. Producing high commitment and performance among the subordinates may require a great leader. Thus, future study strongly recommend examining the level of leadership competency and effectiveness and its effect in Yemeni organization outcome particularly in employee performance.

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