

CHAPTER II :LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review on the concept of leadership behaviour and work commitment among police officers. Through a comprehensive review of existing literature, this research seeks to provide valuable insights into the elements that contribute to a supportive workplace and its potential to enhance work commitment among police officers.

2.2 Leadership Behaviour

Leadership has been described as “a complex process by which a person sets direction and influences others to accomplish a mission, task, or objective, and directs the organization in a way that makes it more cohesive and coherent” (Clack, 2017). Leadership behaviour is a critical aspect of organisational dynamics, influencing team performance, employee engagement, and overall success. Understanding the nuances of leadership behaviour is essential for fostering effective leadership practices and cultivating positive work environments. This literature review aims to explore the current body of research on leadership behaviour, examining various leadership styles and behaviours and their impact on organisational outcomes. By

synthesising existing knowledge and identifying gaps in the literature, this review seeks to contribute to a deeper understanding of how leadership behaviour shapes organisational effectiveness and employee satisfaction.

Pacia and Guevarra (2023) examined the influence of path-goal theory of leadership styles and the moderating role of task structure on teachers' satisfaction, motivation, and performance within the public secondary schools of San Pablo City. Utilizing a descriptive-correlational research design, the study surveyed 579 junior high school teachers across 13 public secondary institutions. Data analysis was conducted through mean, standard deviation, Pearson's correlation coefficient, and multiple regression analysis.

The findings reveal that teachers perceived their school heads as exhibiting various leadership styles, including directive, supportive, participative, and achievement-oriented. Overall, task structure in leadership was viewed positively by the teachers. The results indicated that teachers experienced moderate levels of job satisfaction, positive work motivation, and satisfactory performance across different domains. Correlation analysis showed significant positive relationships between the path-goal theory of leadership styles, work motivation, and teachers' performance. However, no significant relationship was found between leadership styles, task structure, and job satisfaction (Pacia and Guevarra, 2023).

Moreover, task structure demonstrated a weak negative correlation with job satisfaction and a moderate negative correlation with aspects of work motivation, but it did not significantly relate to teachers' performance. Regression analysis further

illustrated that path-goal theory leadership styles directly influenced work motivation and teachers' performance, while job satisfaction maintained a strong baseline level independent of leadership styles. Additionally, task structure moderated the relationships between leadership styles, job satisfaction, and teachers' performance, although it did not moderate work motivation (Pacia & Guevarra, 2023).

This study contributes to the understanding of leadership practices that positively affect teachers' motivation and performance, offering valuable implications for enhancing school leadership and improving educational quality. The results align with the principles of path-goal theory, which posits that effective leaders can enhance motivation and performance by clarifying goals, providing necessary support, and removing obstacles in the educational environment (Pacia & Guevarra, 2023).

Bans-Akutey (2021) discusses various leadership theories, with a focus on the Path-Goal Theory of Leadership. He explained the evolution of leadership styles from autocratic to more flexible and goal-oriented approaches. The Path-Goal Theory emphasises motivating followers to achieve objectives by adjusting leadership styles based on follower and environmental characteristics. The theory suggests directive, supportive, participative, and achievement-oriented styles based on different situations. The study also highlights the importance of balancing leadership and management skills for success in senior roles. Additionally, it analyses other leadership theories like the great man theory, trait theory, behavioural theory, situational approach, and skills approach.

The purpose of the study outlined in the document is to explore and analyse the path-goal theory of leadership. Specifically, the study aims to investigate the usage and effectiveness of the Path-Goal Theory as well as identify and explain why Steve Jobs' approach to leadership was not considered effective in guiding his followers. Additionally, the study delves into the concepts of leadership and management, examines various leadership theories and approaches, and emphasises the importance of understanding the connection between leadership styles and motivational needs in achieving set objectives. The study concludes by critiquing Steve Jobs' leadership style as predominantly directive, lacking consideration for follower characteristics and environmental factors, which may have hindered his effectiveness as a leader (Bans-Akutey, 2021).

Sarta et al. (2023) stated in his study to analyze the path goal leadership style in educational institutions. Path Goal Theory is a leadership theory that explains how the behaviour of leaders will influence how employees perceive the path between their efforts and goals. Like other situational theories, path goal theory also says that leaders will be successful if they are able to adapt their behaviour to the situations they face. For example, directive leadership will be suitable if employees lack experience and knowledge about work, and if work is unstructured and complex. The idea of this theory is that motivation plays an important role in how supervisors and subordinates interact and based on that interaction, success can be achieved.

Path-goal theory presents two basic propositions. First, one of the strategic functions of the leader is to improve the psychological state of subordinates which

results in motivation to perform or satisfaction with work. In other words, leaders need to become aware of the necessary steps to in turn increase the intrinsic motivation of subordinates. Second, it asserts that certain situational leader behaviours will achieve a motivational function. Path-goal theory recognizes four leadership behaviours to increase subordinate motivation. The four path-goal leadership styles that serve to provide structure and reward to subordinates are directive, supportive, participative, and achievement-oriented.

Path-goal theory is a contingency approach to leadership in which responsible leader is to increase subordinates' motivation by clarifying behaviour necessary for task completion and rewards. This leadership is very suitable to use on educational institutions and its influence is very strong. Theory developed by Robert J. House is used to see the effectiveness of leaders in different situations. This theory often considered a path-goal because it focuses on what the leader is like influencing the perception of because the positive effect provided by the leader is such as motivation to followers to improve performance and job satisfaction among people in educational institutions (Sarta et al., 2023).

A study done by Irwan et al. (2020) had examined the effect of leadership style, work motivation, and organisational culture on job satisfaction and employee performance. And then, to examine the effect of job satisfaction on employee performance and to examine the effect of leadership style, work motivation, and organisational culture on employee performance, job satisfaction is mediated by job satisfaction at the Regional Secretariat Office of Regency/City in South Sulawesi. In

this study, questionnaires were distributed and documented using descriptive statistical analysis methods, such as SEM analysis of Amos. The results of this study found that leadership style has a positive and significant effect on employee job satisfaction. In turn, work motivation has a positive and significant effect on job satisfaction. Organisational culture has no positive or significant effect on job satisfaction. Leadership style has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Organisational culture has no positive and significant effect on employee performance; job satisfaction positively and significantly affects employee performance. Job satisfaction can mediate the influence of leadership style on employee performance. Employee job satisfaction can mediate the effect of work motivation on employee performance. Job satisfaction cannot mediate the influence of organisational culture on employee performance.

The study conducted at the Regional Secretariat Office of Regency/City in South Sulawesi found that leadership style and work motivation have a positive and significant impact on both job satisfaction and employee performance. However, organizational culture did not show a significant effect on either job satisfaction or employee performance. Job satisfaction was identified as a crucial mediator in the relationship between leadership style, work motivation, and employee performance (Irwan et al.,2020).

A study conducted by Zakaria et al. (2015) states that effective leadership symbolises the success of a government department. Appropriate leadership behaviour

in an organisation is seen as very important to determining the success or failure of the organization. The formation of an excellent 5S (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) work culture depends on an organisation's leadership behaviour.

The use of appropriate leadership behaviour will help the organisation to form a 5S work culture more effectively. This study focuses on the relationship between leadership behaviour and the 5S work culture in the public sector in Putrajaya. In this context, the study focused on public sector organisations that focus on four leadership behaviours, namely command-oriented leadership, support-oriented leadership, participation-oriented leadership, and achievement-oriented leadership, based on the Goal Path Theory founded by Robert House in 1971. A pilot study was conducted, and Cronbach's alpha value is 0.96. The distribution of questionnaires involved 156 respondents who were staff members of the public sector support group in Putrajaya. The study data was analysed using the Statistical Package for Social Science (SPSS) version 22. The results of the study found that the leadership behaviour variable in this study has a positive relationship with work culture. It is hoped that with the information obtained from the results of the study, the leadership behaviour approach that has been identified can increase the effectiveness of implementing the 5S work culture (Zakaria et al., 2015).

The combination of top management leadership behaviour with the implementation of the 5S work culture is seen as a perfect combination for strengthening the management and administration systems of public sector organizations. Finally, this study is expected to contribute thoughtful ideas for

organisational improvement, especially in the context of leadership and organisational work culture (Zakaria et al.,2015).

A leader is seen as a person who is a source, a giver of energy, and the main mover for his employees. Their existence can cause many differences in the performance of employees and organisations if they practice ethical leadership or not (Zaharah Hassan et al. 2009). Ethical leaders will add value to the organisation because their organisation will be more respected and will continue to thrive and experience economic change. Leaders in the public sector are seen holding positions or shouldering very heavy duties because they not only look after the interests of the people, but they are also responsible for looking after the image and interests of the country.

This literature review emphasises the critical role of leadership behaviour, particularly through the lens of path-goal theory, in shaping organisational outcomes such as satisfaction, motivation, and performance in educational settings. The studies reviewed demonstrate that effective leadership styles, including directive, supportive, participative, and achievement-orientated, significantly influence worker motivation and performance. While task structure serves as a moderating factor in these relationships, despite the positive perceptions of leadership styles, the findings indicate that job satisfaction remains largely independent of these styles, highlighting the complexity of the dynamics at play. Additionally, the review underscores the importance of adapting leadership behaviours to situational contexts to enhance employee engagement and effectiveness. Overall, the insights gained from this

research contribute to a deeper understanding of how leadership practices can be optimised to foster a positive work environment, ultimately improving organisational quality and success.

2.3 Work Commitment Among Workers

Understanding work commitment among employees is crucial for enhancing organisational effectiveness and employee retention. Work commitment, often conceptualised through the lens of organisational commitment, refers to the psychological attachment an employee has to their organization. This attachment influences their willingness to remain with the organisation and contribute positively to its goals.

A research by Yukongdi, and Shrestha (2020), was conducted on Nepalese bank employees to explore the impact of affective commitment, job satisfaction, and job stress on turnover intention. The study involved 282 employees from a bank in Kathmandu and utilised multiple regression analysis to analyse the data. Results indicated that affective commitment and job satisfaction had a negative effect on turnover intention, while job stress had a positive influence. Job satisfaction was found to have the strongest impact on turnover intention, followed by job stress and affective commitment. The study highlighted the importance of factors influencing turnover intention and provided practical implications for organisations seeking to retain talent. Additionally, the document includes a list of references citing various research articles on topics related to organisational commitment, job satisfaction, turnover intentions,

and employee retention, covering factors influencing turnover intentions and the impact of job satisfaction on turnover rates in different industries and organisational settings.

A study conducted by Suleiman et al. (2014) explores the relationship between workplace spirituality and normative commitment among academic staff in Malaysian public universities, involving a sample of 204 academic staff members from selected business and management schools. According to Allen and Meyer, (1990), normative commitment is defined as the moral obligation to continue working for an organization. normative commitment is when an employee feels a strong sense of loyalty to their organisation due to personal beliefs in the value of dedication to one employer. The findings reveal a positive association between various components of workplace spirituality such as meaningful work, a sense of community, and alignment with organisational values and normative commitment, emphasising the importance of workplace spirituality in enhancing employees' sense of obligation to remain with their organization. These results support the hypothesis that fostering a spiritually enriching work environment can significantly strengthen normative commitment among academic staff, ultimately contributing to improved job performance and organisational success.

According to the study by Chigeda et al. (2022), continuance organisational commitment refers to the degree to which employees feel obligated to remain with their organisation due to pragmatic or financial reasons rather than emotional attachment. The research examines the effects of work-related stress, work-life

balance support, and emotional intelligence on continued organisational commitment among employees in under-resourced organisations in western Zimbabwe. Positively significant relationships were found between all three independent variables (work-related stress, work-life balance support, and emotional intelligence) and organisational continuance commitment. Emotional intelligence significantly moderated the effect of work-related stress on organisational continuance commitment, as well as the relationship between work-life balance support and organisational continuance commitment.

Employees who perceive organisational support for work-life balance are more likely to feel obligated to remain with their organisation, even in adverse circumstances, as they recognise the care provided by their employer. Employees with higher emotional intelligence are better equipped to cope with work-related stress and appreciate supportive work-life balance measures, thereby enhancing their continued commitment to the organization. The study highlights the importance of managing work-related stress, providing work-life balance support, and fostering emotional intelligence among employees in order to retain talent in under-resourced organizations. By understanding the factors that influence continuance commitment, organisations can develop strategies to promote long-term employee retention and commitment, even in challenging environments.

The study conducted by Sjöberg (1997), in Sweden focused on assessing different forms of work commitment, including job involvement, organisational commitment, and union commitment. Researchers aimed to validate measurement

scales for these constructs and determine their distinctiveness. The study involved empirical studies using confirmatory factor analysis to test the proposed factor structure of the measurements. Results indicated that job involvement, organisational commitment, and union commitment represent distinct constructs of work commitment. The research emphasised the importance of construct validity in measuring work commitment constructs and provided insights into the complexities of these constructs. The study also highlighted the relationships between job attitudes, turnover intentions, and predictors of company and union commitment. Overall, the research supported the construct validity of the scales used to measure work commitment in the Swedish context, contributing to the understanding of organisational commitment (Sjöberg, 1997).

A study by Charman and Bennett (2021) focuses on factors influencing police officers' decisions to leave the force, emphasising the importance of organisational commitment and its relationship with active institutional identification. It highlights the rise in voluntary resignations among police officers and the impact of organisational and occupational stressors on turnover intentions. The research identifies key factors such as personal characteristics, work environment, job attitudes, and the implications of leaving, emphasising the need to address issues like lack of promotion opportunities, management support, job satisfaction, and high levels of stress to improve retention rates within policing organisations.

Charman and Bennett (2021) revealed significant relationships between participant characteristics (gender, caring responsibilities, qualifications) and reasons

for leaving the police force. Factors influencing participants' decisions to leave include issues related to pay, working hours, job impact on personal life, psychological health, discriminatory behaviour, and leadership support. The study highlights the importance of addressing concerns related to gender, caring responsibilities, and qualifications to potentially impact retention rates within police organizations. Additionally, police officers highly value their work but are frustrated by organisational shortcomings, lack of voice, leadership, autonomy, and support, which negatively impact their well-being and personal relationships. Addressing social exchange factors crucial to enhancing organisational commitment could help reduce turnover rates.

A study on work commitment and job satisfaction among nurses under the Nurse Deployment Programme in Sulu by Amilhamja et al. (2024), examined the extent of work commitment and job satisfaction among nurses under the nurse deployment programme in Sulu. The study found that there is a moderately positive correlation between work commitment and job satisfaction among these nurses. It also concludes that gender and age do not significantly influence the perception of work commitment and job satisfaction, except for length of service. The study supports the theory that organisational commitment is a critical determinant of job satisfaction. The findings of this study can be related to the field of policing. Like nurses, police officers are also crucial in providing essential services to the community. Job satisfaction and work commitment are important factors in determining the quality of service provided by police officers. Just as the study found a positive correlation between work commitment and job satisfaction among nurses, it can be inferred that a similar

correlation exists among police officers. When police officers are committed to their work and satisfied with their job, they are more likely to perform their duties effectively and provide better service to the community (Amilhamja et al., 2024).

According to Len et al. (2024), who examined the impact of job competence and compensation on employee performance in the Padang City Regional Disaster Management Agency, indicated work commitment as an intervening variable. Key findings include significant relationships between work commitment and performance, work competence and work commitment, compensation and work commitment, work commitment as an intervening variable, and work commitment itself. The research population consisted of 50 officers, and path analysis revealed that work competence and compensation influenced work commitment, which in turn affected performance. The determination coefficient suggested that 94.5% of performance was influenced by these factors. The study emphasised the importance of job competence, compensation, and work commitment in enhancing employee performance within disaster management agencies, highlighting the need for targeted policies in these areas to improve effectiveness and productivity.

Sulaiman et al. (2021) in this study 'Police Officer's Commitment towards Community Policing in Malaysia: Instruments Development and Validation' explored organisational commitment in the context of community policing in Malaysia, focusing on the development and validation of measurement instruments. It emphasises the importance of factors like management support, job satisfaction,

community support, and co-worker support in fostering organisational commitment among police officers.

The study by Sulaiman et al. (2021), combines various theories and methodologies to analyse how these factors influence commitment and job satisfaction. The results indicate a good fit for commitment, job satisfaction, and support constructs, demonstrating convergent and discriminant validity. The implications highlight the critical role of commitment in community policing and the significance of police engagement in enhancing policing services. This research provides valuable insights and tools for policymakers, top management, and stakeholders to improve organisational commitment and further studies on community policing in Malaysia.

The study 'Organisational Commitment in the Malaysian Public Sector' by Abidin et al. (2010) focused on organisational commitment among civil servants in the Malaysian public sector, examining the impact of empowerment, job characteristics, and organisational communication. It found that civil servants displayed higher levels of affective commitment, were psychologically empowered, had varied job opportunities, and were satisfied with organisational communication. Empowerment was identified as the most dominant predictor of organisational commitment, with organisational communication significantly influencing affective commitment. The study emphasised the importance of factors like empowerment, job characteristics, and communication in enhancing civil servants' commitment,

ultimately impacting their performance and the efficiency of the public service delivery system.

Understanding and enhancing work commitment is essential for organisations aiming to improve employee satisfaction, reduce turnover, and ultimately enhance performance. By addressing the various factors that influence commitment, organisations can create a more engaged and productive workforce, leading to better service delivery and organisational success. Future research should continue to explore these dynamics across different sectors to develop targeted strategies for fostering work commitment.

2.4 Studies on The Relationship Between Leadership Behaviour and Work Commitment

In today's dynamic organisational landscape, understanding the complicated relationship between leadership behaviour and employee work commitment is paramount for fostering a productive and engaged workforce. Leadership behaviour encompasses a range of actions and styles that leaders employ to influence their teams, while work commitment refers to the psychological attachment and dedication an employee has towards their organisation and its goals.

In the study 'Work Commitment and School Climate on Productive Pedagogical Teaching Practices' by Muhammad et al. (2024), the relationship between leadership behaviour and work commitment can be inferred from the findings related to the dimensions of commitment to school administrators and commitment to the

profession. Therefore, based on the high mean scores for commitment to school administrators and commitment to the profession, it can be inferred that positive leadership behaviour exhibited by school administrators contributes to the high work commitment of Islamic education teachers in Malaysia. The high mean scores for commitment to school administrators, reflecting positive leadership behaviours such as considering teachers' views in decision-making and recognising their expertise, alongside the strong commitment to the teaching profession demonstrated by Islamic education teachers in Malaysia, suggest a positive relationship between leadership behaviour and work commitment among teachers in this context.

A study by Kungwola (2023) discusses the relationship between leadership behaviour and work commitment. It emphasises that leadership styles, such as transformational, transactional, and laissez-faire, significantly influence employee commitment levels through communication, decision-making methods, and motivation strategies. The study underscores the importance of effective leadership in fostering a positive work environment, increasing employee satisfaction, and driving innovation. The document also highlights the impact of organisational commitment on factors like productivity, turnover, work quality, workplace culture, and creativity. The conclusion also mentions the importance of adapting leadership styles to suit different situations and the needs of the team to cultivate an environment that motivates engagement and loyalty.

According to Teshome (2013), in his study “The Relationship between Leadership Styles and Employee Commitment in Private Higher Education

Institutions at Addis Ababa City," he discusses the relationship between leadership styles and organisational commitment in higher education institutions, emphasising the impact of transformational, transactional, and laissez-faire leadership on affective, continuance, and normative commitment. It also includes demographic data on gender distribution, work experience, age groups, and marital status for leaders and academic staff. The study highlights the importance of leadership behaviours in influencing organisational commitment and suggests focusing on teamwork and warm concern through transformational leadership. The study found that transformational leadership style positively correlated with affective and continuance employee commitments, while transactional leadership style correlated positively with normative commitment. Laissez-faire leadership style had a negative association with employees' affective commitment. Transformational leadership was perceived slightly more than transactional or laissez-faire. There were discrepancies between leaders' and employees' perceptions of leadership styles and their impact on organisational commitment. The majority of leaders and academic staff were males, with varying years of experience in their current organizations. The study highlighted the significant role of transformational leadership in influencing employee commitment.

Raykov, M. (2014) found that employer support for innovative work is significantly associated with higher employee job satisfaction, perceived job security, and lower job-related stress, using cross-sectional data from the 2010 Canadian Work and Lifelong Learning Survey (WALL) with 1,042 employed participants aged 18-64, with key findings including an inverse relationship between employer support for

innovative work and underemployment, a strong link between support for innovative work and participation in work-related informal learning, and employees with greater support for workplace creativity reporting less job-related stress, concluding that employer support for innovative work can mitigate underutilization of employee skills, reduce stress, increase satisfaction and job security, and facilitate organizational creativity and development, although the study is limited by its cross-sectional design preventing causal conclusions, reliance on self-reported data, demographic restriction to Canada, lack of control for confounding factors, and measurement of perceived rather than actual employer support.

The study 'Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India' by Nidadhavolu (2018), focused on assessing the impact of leadership styles on employees' job satisfaction and organizational commitment in the construction industry in India. It utilized quantitative research design involving a survey distributed to employees in three construction companies. The study aimed to determine the relationship between leadership behaviour and work commitment by examining different leadership styles and their effects on job satisfaction and organizational commitment. Transformational leadership was associated with higher job satisfaction and organizational commitment, while laissez-faire leadership had negative implications on these aspects. The study highlighted the importance of effective leadership in shaping employee attitudes and organizational outcomes, emphasizing

the need for suitable leadership approaches to enhance job satisfaction and commitment in the construction industry.

Ahmad and Yekta (2010), conducted an empirical study in Iran to investigate the relationship between perceived organizational support, leadership behaviour, and job satisfaction, aiming to determine how these factors influence the job satisfaction of Iranian employees. They collected data through questionnaires from 136 employees at Tehran Cement Company, achieving a 70% response rate. The study found that consideration leadership behaviour significantly impacts both intrinsic and extrinsic job satisfaction, while perceived organizational support is significantly related to extrinsic job satisfaction. However, the interaction between leadership behaviour and perceived organizational support did not show a significant relationship with job satisfaction. The research suggests that organizations seeking to enhance employee commitment should focus on improving the quality of supportive relationships between employees and both their leaders and the organization. Conducted in a non-contrived setting, the study provides valuable insights into the dynamics of leadership and organizational support in the workplace, particularly among a predominantly male workforce aged 30-39 with over 10 years of experience.

According to Mansor et al. (2021), the study 'The Influence of Transformational Leadership and Teachers' Trust in Principals on Teachers' Working Commitment' explores the relationship between leadership behaviour, specifically transformational leadership (TL), and work commitment among teachers in government-funded religious schools (GFRS) in Selangor, Malaysia. The findings indicate a direct positive

relationship between TL and work commitment, with TL significantly influencing commitment levels. Transformational leadership practices by principals were found to have a high level of impact on teachers' trust (TT) and working commitment (WC). However, despite the high level of trust in principals, TT did not significantly predict working commitment. The study also revealed that TT did not mediate the relationship between TL and WC. Approximately 29% of the variance in WC was explained by TL, highlighting the substantial predictive accuracy of TL on work commitment. The study emphasises the complexity of commitment development, influenced by various factors beyond trust, such as group dynamics and working conditions.

The study conducted by Saleem (cited in Pacia and Guevarra 2023b) found focused on the effects of principal leadership styles, specifically directive, participative, supportive, and achievement-oriented, on teacher job performance in private secondary schools in Lahore, Pakistan. It involved 253 middle management personnel and found that directive leadership had the most significant impact on teacher job performance, followed by supportive and achievement-oriented styles. Participative leadership was also identified but was less promising. The research used statistical analysis techniques like Pearson correlation, t-test, confirmatory factor analysis (CFA), and structural equation modeling (SEM) to analyze the data. The study aimed to shed light on how different leadership styles impact specific aspects of teacher job performance and addressed a gap in previous research by focusing on the perspective of middle management personnel. According to Saleem (cited in Pacia and Guevarra 2023b) found the findings emphasized the importance of directive

leadership in improving teacher performance and highlighted the cultural differences in leadership styles and their impact on job performance, particularly in non-Western developing countries. Effective leadership styles that enhance job performance may also influence work commitment among teachers in private secondary schools.

The interplay between leadership behaviour and employee work commitment is complex and multifaceted, necessitating a nuanced understanding of how different leadership styles impact employee perceptions and organisational dynamics. By focusing on effective leadership practices and supportive organisational cultures, organisations can foster a committed and engaged workforce, ultimately driving success and innovation in today's dynamic organisational landscape.

2.5 Relevant Theories

This research draws upon several key theories to provide a comprehensive framework for understanding the subject matter. The Path-Goal Theory posits that leaders influence their team's motivation and performance. They do this by clarifying goals, removing obstacles, and providing tailored support. This approach is crucial for illustrating how effective leadership enhances follower satisfaction and performance. Leaders adapt their styles - directive, supportive, participative, and achievement-orientated - to fit specific situational demands and follower characteristics.

2.5.1 Path-Goal Leadership Theory

In every research study, the use of relevant theory is crucial for providing a systematic and in-depth understanding of the phenomena being investigated. Theory serves as a guide for formulating hypotheses, shaping methodologies, and analysing data, as well as helping researchers connect their findings to existing knowledge in the field. With the presence of theory, studies can offer a broader context, demonstrating how research results contribute to a better understanding of the issues at hand and providing practical implications for practitioners and decision-makers. Furthermore, theory enables researchers to explain and predict behaviours or phenomena, making it an invaluable tool in the pursuit of meaningful and relevant discoveries. Therefore, the selection and application of appropriate theory is a vital step in ensuring the success and credibility of any research study (Creswell, 2014).

According to Idris (2021), Path-Goal Leadership Theory was also developed based on the contingency approach is the path-goal theory; this theory is derived from the basis of the expectation-motivation theory. The Path-Goal Theory (PGT) of leadership was introduced in the 1970s by Evans, House, Dessler, and House et al., with revisions by House in 1996. Initially, the theory included four leadership styles: directive, participative, supportive, and achievement-oriented. This theory focuses on how different leadership styles can influence follower motivation, satisfaction, and performance by clarifying paths to goals and providing support.

2.6 Conceptual Framework

Conceptual Framework is an important element of research. The framework facilitated the research by uncovering the important variables involved in this study. Subscribing to the Path-Goal Theory, the independent variable of this study is leadership behaviours, measured through four (4) types of behaviours namely, Directive Leadership, Supportive Leadership, Participate Leadership and Achievement-Oriented Leadership. The dependent variable of this study is work commitment. Figure 1 illustrates the framework of this study in achieving its research objectives.

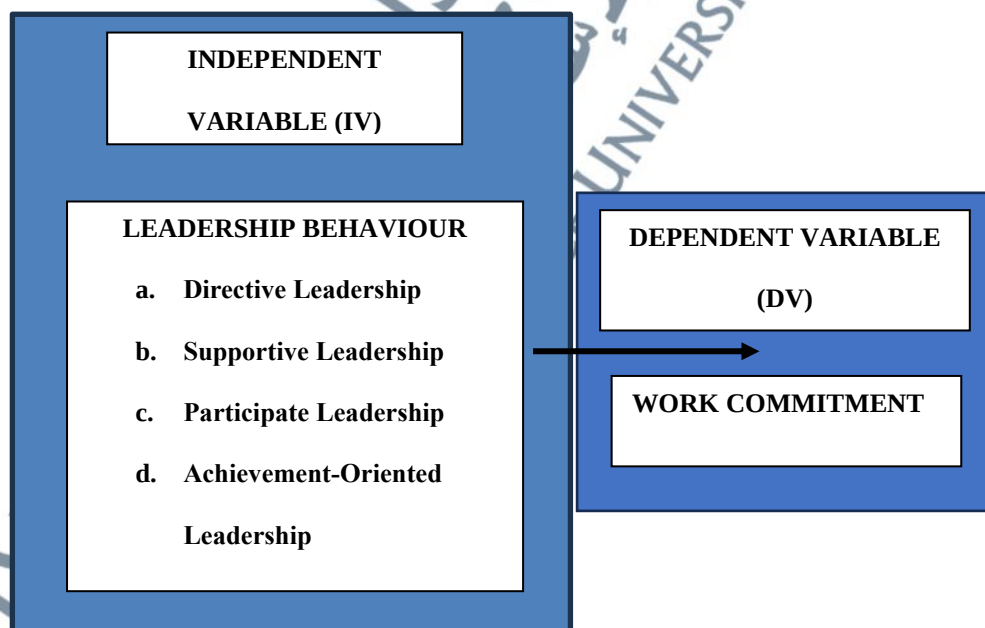


Figure 1: Framework of the study

2.7 Conclusion

In this chapter, the leadership behaviour and work commitment for this study were thoroughly examined in detail. This chapter featured numerous research studies to help the reader comprehend the topic covered by the study. Furthermore, a range of studies and conclusions may contribute to a more comprehensive understanding of this subject. As a result, the reader is not bound by a single point of view or dispute.