

CHAPTER V : DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter presented a summary and comprehensive discussion of the findings from the previous chapter, focusing on the impact of various leadership behaviours on work commitment anticipated among police officers at IPD Sentul. It explored the implications of these findings for leadership practices and provided actionable recommendations to enhance organizational strategies. Additionally, the chapter addressed the study's limitations and offered suggestions for future research, concluding with a summary of the overall contributions and significance of the research.

5.2 Summary of the Findings

The study aimed to investigate various aspects of leadership behaviour and its impact on work commitment among police officers at IPD Sentul, Kuala Lumpur. There were four primary objectives in this study: to investigate the leadership behaviour, to investigate the level of work commitment, to investigate the relationship between leadership behaviour and work commitment, and to investigate the level of strength of leadership behaviour anticipated towards work commitment among police officers at IPD Sentul. These objectives guided the study in examining the nuances of

leadership behaviour within the police force and its effects on officers' work commitment.

The findings revealed that the police officers at IPD Sentul exhibited a range of leadership behaviours, including direction-oriented, support-oriented, participation-oriented, and achievement-oriented leadership behaviours. Among these, support-oriented leadership styles were the most positively rated. Officers particularly valued leadership that involved problem-solving and providing encouragement for job performance. Conversely, leadership characterized by strictness and limited discussion was less well received. Police officers at IPD Sentul showed a strong preference for supportive leadership styles. These styles were associated with higher levels of work commitment. Officers preferred leaders who were involved in problem-solving, encouraged job performance, and actively participated in organizational activities. This preference aligned with higher levels of commitment to tasks and organizational goals.

The study measured work commitment across affective, normative, and continuance dimensions. Officers demonstrated high levels of commitment in areas such as performing tasks to the best of their ability and prioritizing the organization's goals. However, lower levels of commitment were observed in promoting the organization externally or using organizational branding, indicating that while internal commitment was strong, external engagement might be weaker.

The study found that the strength of the correlation was high. The Pearson correlation coefficient (r-value) was .665 and the p-value was < 0.01 , which showed a high correlation and strong relationship between leadership behaviour and work commitment. It suggested that effective leadership behaviours, particularly those that were supportive, were associated with higher levels of work commitment. This relationship underscored the importance of adopting leadership styles that foster support to enhance officers' dedication and engagement.

The study also tested specific hypotheses regarding the relationship between various types of leadership behaviour and work commitment. The overall model confirmed a significant relationship between leadership behaviour and work commitments, supporting Hypothesis 1. Notably, only support-oriented leadership behaviour (Hypothesis 3) revealed a significant positive association with work commitments. In contrast, direction-oriented, participatory-oriented, and achievement-oriented leadership behaviours (Hypotheses 2, 4, and 5) failed to exhibit significant relationships with work commitments according to the analysis conducted.

In conclusion, **the study highlighted that leadership styles had a significant impact on work commitment among police officers at IPD Sentul.** These findings emphasized the importance of adopting effective leadership practices that aligned with officers' preferences and enhanced their commitment and performance. By fostering a leadership approach that met these preferences, organizations could enhance officers' commitment and performance, ultimately leading to a more engaged and effective workforce.

5.3 Discussion of the Findings

The discussion of the findings was based on the study's research questions and included the leadership behaviour, the level of work commitment, the relationship between leadership behaviour and work commitment, and the strength of the relationship between Leadership Behaviour and Anticipated Work Commitment Among Police Officers at IPD Sentul.

5.3.1 What is the Leadership Behaviour Anticipated by Police Officer at IPD Sentul?

The study identified several types of leadership behaviour among police officers at IPD Sentul, categorized as direction-oriented, support-oriented, participation-oriented, and achievement-oriented leadership behaviours.

First, there was direction-oriented leadership behaviour. This style involved leaders giving clear directives and expecting strict compliance from subordinates. It was characterized by a top-down approach where decisions were made by leaders and communicated to subordinates, who were expected to follow instructions without much input. According to Clack (2017), direction-oriented leadership behaviour emphasized the importance of establishing a clear sense of purpose and vision for the organization, along with outlining specific goals and objectives to be achieved. Leaders who embodied this behaviour excelled at setting a strategic direction and guiding their teams toward success. They were adept at articulating the organizational mission, ensuring that all team members understood their roles and responsibilities in achieving common objectives. This leadership style not only focused on goal-setting

but also involved actively supporting team members in their efforts to meet these goals, fostering an environment where everyone was aligned with the organization's vision.

Second, to improve employee motivation, job satisfaction, and performance, support-oriented leadership behaviours included offering emotional support, encouragement, and advice, as well as fostering a positive work environment (Pacia & Guevarra, 2023). Leaders who were supportive were compassionate, gave praise and encouragement, offered direction, and fostered an inclusive workplace. They were flexible and sensitive to the requirements of their group members, adjusting their strategies to facilitate personal achievement. This leadership approach, which was linked to the path-goal theory, was essential for raising motivation and morale and achieving better results in educational settings (Pacia & Guevarra, 2023). According to Pacia and Guevarra (2023), leaders who exhibited supportive behaviour fostered an atmosphere where workers felt respected, valued, and inspired to give their all. Supportive leaders created a sense of trust and belonging among team members by offering emotional support and encouragement, which boosted job satisfaction and improved performance results. Supportive leaders cultivated a climate of motivation, job satisfaction, and high standards of performance by establishing a pleasant work environment, providing encouragement and recognition, and adjusting their approach to meet the needs of each individual.

Third, there was participation-oriented leadership behaviour. This style involved leaders encouraging subordinates to participate in decision-making processes. It promoted a sense of ownership and accountability among officers, fostering a collaborative environment. According to Northouse's (2016) Path-Goal Theory of

Leadership, the participative leadership style was characterized by an inclusive decision-making process where subordinates actively contributed their input. This approach underscored the significance of leaders actively seeking and incorporating their team members' perspectives when setting goals and making decisions. By fostering participation, leaders effectively boosted motivation and engagement among their followers, ultimately resulting in enhanced performance and goal attainment.

Fourth, there was achievement-oriented leadership behaviour. Leaders who exhibited this behaviour set high standards and encouraged their subordinates to achieve challenging goals. According to studies by Saleem (cited in Pacia and Guevarra 2023b) found achievement-oriented leadership behaviour involved setting challenging goals, emphasizing excellence, providing support for individuals to reach their highest potential, and fostering a culture of achievement, continuous improvement, and high-performance standards. This leadership style focused on motivating team members to strive for success, encouraging innovation, creativity, and a strong commitment to achieving challenging objectives. It was associated with the path-goal theory and aimed at enhancing performance by emphasizing excellence and continuous improvement. Leaders set clear expectations, provided resources for success, offered constructive feedback, and pushed individuals to reach their full potential. While it could drive high performance, it also required balancing with adequate support to prevent burnout.

The study found that among these leadership styles, support-oriented leadership was particularly valued by the officers at IPD Sentul. These styles aligned with the officers' needs for emotional support and involvement in decision-

making, which were crucial for maintaining high levels of job satisfaction and performance in a demanding field like law enforcement.

5.3.2 What is the Level of Work Commitment Anticipated by Police Officers at IPD Sentul?

The study assessed the level of work commitment among police officers at IPD Sentul by examining three key dimensions: affective commitment, normative commitment, and continuance commitment.

Affective commitment referred to the emotional attachment and identification that officers had with their organization. High affective commitment indicated that officers felt a strong sense of belonging and loyalty to IPD Sentul. The study found that officers demonstrated high levels of affective commitment, with significant mean values indicating that they were emotionally invested in their work and the organization's goals. High affective commitment was associated with officers' willingness to exert extra effort and their desire to remain part of the organization (Yukongdi & Shrestha, 2020).

Normative commitment referred to a sense of obligation that officers felt towards their organization. Officers with high normative commitment believed they ought to remain with the organization due to moral or ethical reasons. The findings showed moderate to high levels of normative commitment among officers at IPD Sentul. This suggested that many officers felt a sense of duty and responsibility to continue their service with the police department, which could be crucial in maintaining a stable and dedicated workforce (Suleiman et al., 2022).

Continuance commitment measured the extent to which officers perceived the costs associated with leaving the organization. Chigeda et al. (2022) highlighted that high continuance commitment indicated that officers stayed with the organization because they felt they had no better alternatives. The study revealed lower levels of continuance commitment compared to affective and normative commitment, suggesting that while officers were committed to their roles, their commitment was less driven by a lack of alternatives and more by emotional and normative factors. This was a positive indicator, as it showed that officers remained with IPD Sentul out of genuine commitment rather than necessity.

Overall, the study found that the police officers at IPD Sentul exhibited a high level of work commitment, particularly in terms of affective and normative commitment. This high level of commitment was indicative of a motivated and dedicated workforce, which was essential for the effective functioning of the police department. The strong affective and normative commitment levels underscored the importance of fostering an environment where officers felt valued, supported, and ethically motivated to stay with the organization.

5.3.3 What is the Relationship Between Leadership Behaviour and Anticipated Work Commitment Among Police Officers at IPD Sentul?

The study investigated the relationship between leadership behaviour and anticipated work commitment among police officers in IPD Sentul. This research used multiple regression analysis. There was a significant relationship between leadership behaviour and work commitments. The overall model was statistically significant ($p <$

0.001), indicating that the leadership behaviour variables collectively had a significant relationship with work commitments. The R-squared value of 0.459 suggested that approximately 45.9% of the variance in work commitments could be explained by the leadership behaviour predictors. Therefore, Hypothesis 1 was supported. This was consistent with a study by Kungwola (2023), which highlighted the importance of leadership in enhancing employee commitment and performance.

Based on the provided multiple regression analysis and the stated hypotheses, the support for each hypothesis was evaluated. The findings were revealed as shown in Table 4.6.

Hypothesis 1 (H₁)

There was a significant relationship between leadership behaviour and work commitments. The overall model was statistically significant ($p < 0.001$), indicating that the leadership behaviour variables collectively had a significant relationship with work commitments. The R-squared value was 0.459.

Hypothesis 2 (H₂)

There was a significant relationship between direction-oriented leadership behaviour and work commitments. The unstandardized coefficient for direction leadership (LD), which represented direction-oriented leadership behaviour, was 0.373 with a p-value of 0.201. Since the p-value was greater than the commonly used significance level of 0.05, there was not enough evidence to conclude that direction-oriented leadership behaviour had a significant relationship with work commitments. Therefore, Hypothesis 2 was not supported.

Hypothesis 3 (H₃)

There was a significant relationship between support-oriented leadership behaviour and work commitments. The unstandardized coefficient for supportive leadership, which represented support-oriented leadership behaviour, was 1.085 with a p-value of 0.007. Since the p-value was less than 0.05, there was evidence to suggest that support-oriented leadership behaviour had a significant positive relationship with work commitments. Therefore, Hypothesis 3 was supported.

Hypothesis 4 (H₄)

There was a significant relationship between participatory-oriented leadership behaviour and work commitments. The unstandardized coefficient for participative leadership (PL), which represented participatory-oriented leadership behaviour, was 0.558 with a p-value of 0.362. Since the p-value was greater than 0.05, there was not enough evidence to conclude that participatory-oriented leadership behaviour had a significant relationship with work commitments. Therefore, Hypothesis 4 was not supported.

Hypothesis 5 (H₅)

There was a significant relationship between achievement-oriented leadership behaviour and work commitments. The unstandardized coefficient for achievement leadership (AL), which represented achievement-oriented leadership behaviour, was -0.291 with a p-value of 0.720. Since the p-value was greater than 0.05, there was not enough evidence to conclude that achievement-oriented leadership behaviour had a significant relationship with work commitments. Therefore, Hypothesis 5 was not supported.

In summary, the overall model supported the existence of a significant relationship between leadership behaviour and work commitments (Hypothesis 1). However, only support-oriented leadership behaviour (Hypothesis 3) showed a significant positive relationship, while direction-oriented, participatory-oriented, and achievement-oriented leadership behaviours (Hypotheses 2, 4, and 5) did not demonstrate significant relationships with work commitments based on the provided analysis.

These findings underscored the importance of adopting a balanced leadership approach that incorporated elements of command, support, participation, and achievement orientation to foster higher work commitment among police officers.

5.3.4 How Strong is the Relationship Between Leadership Behaviour and Anticipated Work Commitment Among Police Officers at IPD Sentul?

The study aimed to quantify the strength of the relationship between leadership behaviour and anticipated work commitment among police officers at IPD Sentul. The analysis utilized the Pearson correlation coefficient to assess the degree of association between these variables. The results revealed a Pearson correlation coefficient of 0.665 ($p < 0.01$), indicating a strong positive relationship between overall leadership behaviour and work commitment. A correlation coefficient of 0.665 reflected a robust connection, meaning that variations in leadership behaviour were strongly related to variations in work commitment. This finding highlighted that improvements in leadership practices were likely to lead to substantial increases in work commitment among officers. This finding was consistent with previous research, which indicated that effective leadership

styles had a strong relationship with employee commitment. Research in the fields of organizational behaviour and organizational psychology indicated that leadership styles and employee commitment played a significant role in an organization's success or failure (Teshome, 2013).

The R-squared value suggested that approximately 45.9% of the variance in work commitments could be explained by the leadership behaviour predictors. Among the specific leadership behaviours examined, support-oriented leadership emerged as the only significant positive predictor of work commitments. This finding supported Hypothesis 3, which proposed a significant relationship between support-oriented leadership behaviour and work commitments.

These results highlighted the importance of support-oriented leadership in fostering work commitments among employees. Leaders who prioritized providing support, encouragement, and guidance to their team members appeared to be more effective in cultivating a committed workforce. In contrast, the findings suggested that direction-oriented, participatory-oriented, and achievement-oriented leadership behaviours, while potentially valuable in other aspects of organizational performance, might not have had a direct impact on work commitments.

This study contributed to the understanding of leadership-work commitment dynamics by empirically demonstrating the significant positive relationship between support-oriented leadership behaviour and work commitments. The findings underscored the importance of support-oriented leadership in fostering a committed workforce and provided valuable insights for organizations seeking to enhance employee engagement and commitment through effective leadership practices.

5.4 Implications of the Study

The findings of this study had several important implications for leadership practices and organizational strategies at IPD Sentul and similar police departments. The study underscored the critical role of various leadership behaviours in influencing work commitment. The significant positive relationships between command-oriented, support-oriented, participation-oriented, and achievement-oriented leadership behaviours and work commitment suggested that leadership training programs should have been comprehensive and inclusive. Training should have focused on developing a balanced approach, incorporating elements of all four leadership styles to address the diverse needs of officers. This would have helped leaders create a more engaging and supportive work environment, ultimately enhancing officers' commitment and performance.

Moreover, the study highlighted the varying impacts of different leadership styles on work commitment. Direction-oriented leadership, while effective in providing clarity and structure, should have been balanced with support-oriented and participatory approaches to avoid potential drawbacks such as reduced morale or engagement. Tailoring leadership styles to meet the specific needs and preferences of officers could have enhanced their commitment and job satisfaction.

Furthermore, the positive relationship between leadership behaviour and work commitment implied that leadership practices significantly contributed to shaping organizational culture. By adopting and promoting effective leadership behaviours, police departments could have created a culture that valued commitment, performance,

and engagement. This could have led to improved job satisfaction, reduced turnover, and a more cohesive and effective team.

Direction-oriented leadership behaviour involved leaders giving clear directives and expecting strict compliance from subordinates. Pizzolitto et al. (2023) noted that direction-oriented leadership, while more authoritarian, could create a stable and predictable work environment that fostered commitment through clear expectations and responsibilities.

Support-oriented leadership behaviour focused on providing emotional and psychological support to subordinates. Officers who perceived their leaders as supportive were more likely to exhibit higher levels of affective and normative commitment. Malik & Siddiqui (2020) highlighted that leaders who were approachable and supportive could foster a sense of belonging and loyalty among officers, leading to increased dedication and a willingness to go above and beyond their duties.

Participation-oriented leadership behaviour encouraged subordinates to take part in decision-making processes. Officers who felt included in decision-making processes were more likely to feel valued and engaged, leading to higher levels of affective and normative commitment. This was consistent with literature by Wang et al. (2022), which posited that involving employees in decision-making fostered a sense of ownership and responsibility, thereby enhancing commitment.

Achievement-oriented leadership behaviour involved setting high standards and encouraging subordinates to achieve challenging goals. Officers who were motivated by high expectations and challenging goals exhibited higher levels of continuance

commitment, driven by their desire to meet these standards and excel in their roles. Rahmadani et al. (2020) highlighted that leaders who inspired their officers to achieve high performance and recognized their accomplishments could boost morale and a sense of purpose.

5.5 Limitations in the Study

While the study provided valuable insights into the relationship between leadership behaviour and work commitment among police officers at IPD Sentul, several limitations should have been considered. The study was conducted with police officers at a single police department, IPD Sentul. This localized focus may have limited the generalizability of the findings to other police departments or law enforcement agencies with different organizational cultures, leadership practices, or demographic compositions. A larger, more diverse sample across multiple locations could have provided a more comprehensive understanding of how leadership behaviours influenced work commitment in various contexts.

The study utilized a cross-sectional research design, which provided a snapshot of the relationship between leadership behaviour and work commitment at a single point in time. This design did not allow for the examination of causal relationships or changes over time. Longitudinal studies would have been beneficial to assess how leadership behaviours impacted work commitment over an extended period and to observe any long-term effects.

Although the study examined direction-oriented, support-oriented, participation-oriented, and achievement-oriented leadership behaviours, other leadership styles and

behaviours may also have influenced work commitment. For example, transformational and transactional leadership styles were not explored in this study. Including a broader range of leadership behaviours could have offered a more nuanced understanding of their impact on work commitment.

5.6 Recommendations for Future Research

Based on the study's findings and limitations, several recommendations for future research could be made. Future research should have considered expanding the sample size and including multiple police departments or law enforcement agencies across different regions. This would have enhanced the generalizability of the findings and provided a more comprehensive understanding of how leadership behaviours influenced work commitment in various organizational contexts. Including diverse settings could have helped identify common patterns as well as context-specific factors that affected the relationship between leadership and work commitment.

To better understand the causal relationships between leadership behaviour and work commitment, future studies should have adopted a longitudinal design. Tracking changes in leadership behaviours and work commitment over time could have revealed how these dynamics evolved and whether changes in leadership practices led to sustained improvements in work commitment. Longitudinal studies could have provided insights into the long-term effects of different leadership styles on employee engagement and retention.

Future research should have included a broader range of leadership styles beyond command-oriented, support-oriented, participation-oriented, and

achievement-oriented behaviours. For instance, transformational and transactional leadership styles could have been examined to understand their impact on work commitment. Exploring a wider array of leadership behaviours could have offered a more nuanced view of how various styles influenced employee motivation and performance.

5.7 Conclusion

In conclusion, this study provided significant insights into the impact of leadership behaviours on work commitment among police officers at IPD Sentul. The findings revealed that various leadership styles, particularly support-oriented and participatory behaviours, played a crucial role in enhancing officers' commitment to their work. These results highlighted the importance of adopting effective and balanced leadership practices to foster a more engaged and motivated workforce. While the study offered valuable contributions, its limitations underscored the need for further research with broader samples and diverse contexts. Overall, the study emphasized the critical role of leadership in shaping organizational culture and improving employee commitment, offering actionable recommendations for enhancing leadership practices and work commitment in police departments.