

CHAPTER I : INTRODUCTION

1.1 Introduction

This chapter discusses the overview of the study and how the research was developed. The research focused on the leadership behaviour and work commitment among police officers in Sentul District Police Headquarters (IPD Sentul). This study can provide a deeper understanding of effective leadership behaviour in the context of policing. By identifying leadership characteristics that encourage work commitment, management can improve their leadership style to increase employee motivation and performance. This chapter will discuss the background of the study, the statement of the problem, the research objectives, questions, and hypotheses, as well as the definition and terms of variables. This chapter also highlights the purpose of the research for all the constructs to be investigated.

1.2 Background of The Study

Law enforcement agencies, including the Royal Malaysia Police, play a critical role in maintaining public safety and order. Within these agencies, leadership behaviour is a key determinant of organisational effectiveness and employee well-being. Leadership behaviour encompasses the actions, decisions, and interactions of leaders that influence the attitudes and behaviours of subordinates. Work commitment,

on the other hand, refers to the level of dedication, loyalty, and engagement that employees demonstrate towards their work and the organisation.

Understanding the relationship between leadership behaviour and work commitment among police officers is essential for enhancing organisational performance, officer morale, and public safety. Effective leadership can inspire trust, motivation, and loyalty among officers, leading to a more cohesive and efficient law enforcement agency. By investigating this relationship within the context of IPD Sentul, valuable insights can be gained to improve leadership practices and promote a positive work environment for police officers.

The primary purpose of this research is to examine the impact of leadership behaviour on work commitment among police officers in IPD Sentul. Identifying the key leadership behaviours that influence officer commitment and exploring strategies to enhance work commitment within the organisation, this study aims to contribute to the existing literature on leadership behaviour and work commitment.

Leadership behaviour refers to the actions, attitudes, and characteristics exhibited by individuals in positions of leadership that influence and guide the behaviour of their followers or subordinates (Karim & Nadeem, 2019; Ko et al., 2018).

It encompasses the way leaders communicate, make decisions, motivate and inspire others, set goals, resolve conflicts, and demonstrate ethical conduct (Fritz et al., 2013; Palanski & Yammarino, 2011).

Effective leadership behaviour involves being a role model, displaying integrity, being transparent and honest, actively listening to and valuing the input of others, providing guidance and support, and fostering a positive and inclusive work environment (Ko & Hah, 2020). Leadership behaviour can have a significant impact

on employee engagement, job satisfaction, productivity, and overall organizational success (Vitell & Davis, 1990). It is important for leaders to exhibit consistent and ethical behaviour, as this sets the tone for the organizational culture and influences the behaviour and performance of their followers (Craig & Gustafson, 1998).

Work commitment refers to the level of dedication, loyalty, and engagement that individuals have towards their work and organisation (Hunger et al., 2016). It is a measure of how invested and engaged employees are in their job and their willingness to go above and beyond to achieve the goals and objectives of their organization. Work commitment encompasses the attitudes, behaviours, and values that individuals bring to their work and their willingness to invest time, energy, and effort to fulfil their responsibilities and contribute to the success of their organisation (Hunger et al., 2016). It can be influenced by factors such as job satisfaction, work environment, motivation, and the quality of life experienced by employees (Amatriain-Fernández et al., 2020). Fostering a positive work commitment can lead to increased productivity, job satisfaction, and overall organisational success.

The relationship between leadership and the police is crucial to ensuring effective law enforcement, maintaining public trust, and promoting a positive organisational culture within law enforcement agencies it was found (Rosenbaum, cited in Alida 2018). Key aspects of this relationship include providing guidance and direction to officers, making important decisions, promoting accountability and responsibility, prioritising training and development, building trust and community relations, and serving as role models for officers. Effective leadership sets the tone for the organisation, influences behaviour and performance, and fosters professionalism,

integrity, and public trust within the police force it was found (Simons, cited in Alida 2018).

Leadership involves influencing others to understand and agree about what needs to be done and how to do it, as well as facilitating individual and collective efforts to accomplish shared objectives it was found (Yulk, cited in Subramaniam 2012). Effective leadership requires a diverse range of behaviours and the ability to adapt to different situations and stakeholders (Van Der Hoek et al., 2021). It can be inferred that strong leadership can contribute to fostering work commitment among employees. This inference is based on the understanding that effective leaders are able to motivate and inspire their subordinates, create a positive work environment, and align individual goals with organisational objectives. Additionally, previous research in the field of leadership has shown that transformational leadership, which involves inspiring and motivating followers, has a positive impact on employee commitment and engagement.

1.3 Problem Statement

The Leadership Behaviour and Anticipated Work Commitment Among Police Officers in IPD Sentul, can be formulated as follows: Police organisations face unique challenges in fostering a committed workforce due to the demanding nature of police work, which often involves high stress, long hours, and exposure to traumatic incidents. Effective leadership is crucial in shaping the work commitment of police officers, as their behaviours and styles can significantly impact employee motivation, job satisfaction, and performance.

However, limited research has been conducted on the relationship between leadership behaviour and work commitment in the context of Malaysian police organisations, particularly at the IPD Sentul level. This study aims to address this gap by investigating the influence of leadership behaviour on the work commitment of police officers in IPD Sentul.

Drawing upon the path-goal theory, the research examined how different leadership styles, such as directive, supportive, participative, and achievement-orientated, affect the commitment levels of police officers. Additionally, the study explored the moderating role of task structure in these relationships, as the complexity and ambiguity of police tasks may influence the effectiveness of various leadership approaches. By understanding the factors that shape work commitment among police officers, this research provides valuable insights for police administrators and policymakers to develop targeted strategies for enhancing employee engagement and effectiveness. Fostering a committed workforce is essential for improving police service delivery, reducing turnover, and ultimately enhancing organisational success in a challenging and dynamic environment. The findings of this study contribute to a broader understanding of leadership behaviour and work commitment in the public sector, particularly in the context of Malaysian police organisations.

1.4 Research Question

There were four specific research questions were developed in this study:

- 1.4.1 What is the leadership behaviour anticipated of police officers at IPD Sentul?
- 1.4.2 What is the level of work commitment anticipated of police officer at IPD Sentul?
- 1.4.3 What is the relationship between leadership behaviour and anticipated work commitment among police officer at IPD Sentul?
- 1.4.4 How strong is the relationship between leadership behaviour and anticipated work commitment among police officer at IPD Sentul?

1.5 Research Objectives

Based on the background of the study and stated problem statement, there were four specific objectives outlined. This study aimed to investigate the;

- 1.5.1 leadership behaviour anticipated of police officers at IPD Sentul
- 1.5.2 level of work commitment anticipated of police officers at IPD Sentul
- 1.5.3 relationship between leadership behaviour and anticipated work commitment among police officer at IPD Sentul
- 1.5.4 level of strength of leadership behaviour anticipated towards work commitment among police officer at IPD Sentul

1.6 Research Hypothesis

Based on the research questions, there were five hypotheses formulated:

Hypothesis 1: There is a significant relationship between leadership behaviour and work commitments.

Hypothesis 2: There is a significant relationship between direction-oriented leadership behaviour and work commitments.

Hypothesis 3: There is a significant relationship between support-oriented leadership behaviour and work commitments.

Hypothesis 4: There is a significant relationship between participatory-oriented leadership behaviour and work commitments.

Hypothesis 5: There is a significant relationship between achievement-oriented leadership behaviour and work commitments.

1.7 Conceptual Definition

In terms of conceptual definitions, several terms need to be highlighted. All the terms were used throughout the research and were emphasized in every chapter. Thus, this section briefly describes the conceptual definitions used in study.

1.7.1 Leadership Behaviour

Leadership behaviour is a critical area of study within organisational behaviour, focusing on how leaders influence and guide their teams towards achieving common goals. Effective leadership is not merely about holding a position of

authority, it encompasses a range of behaviours and actions that inspire, motivate, and empower individuals within an organisation.

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). Behaviour that is indicative of a leader's effectiveness is referred to as leadership behaviour. Using this behaviour, one can direct, influence, and lead others' work towards achieving particular objectives. It is also to improve the efficacy of those around them, leaders can pick up these techniques and behaviours. When people have an idea for a company, a product, or a group of people, they use these behaviours to inspire others to take action (Indeed.com, 2023).

The traits and deeds of an effective leader comprise of their set of leadership behaviours. They have the capacity to inspire, encourage, and direct a group of individuals with this kind of leadership behaviour. Every leader possesses a distinct set of features and behaviours. Some people, for example, are naturally charming but lack confidence, while others are extremely confident but lack tact (enterpriseleague, 2023).

Understanding leadership behaviour is crucial for developing effective leaders who can adapt to changing circumstances and inspire their teams to excel. By cultivating specific leadership behaviours, organisations can enhance their leadership effectiveness and drive sustainable success.

1.7.2 Work Commitment

Understanding work commitment is essential for organisations seeking to enhance employee engagement, productivity, and retention. High levels of work commitment are associated with numerous positive outcomes, including increased job performance, lower absenteeism, and a greater willingness to go above and beyond in one's role. Conversely, low work commitment can lead to disengagement, reduced morale, and higher turnover rates, posing significant challenges for organisations.

Employee passion for completing tasks at work is referred to as work commitments. It also describes how accountable a person feels for the vision, mission, and objectives of the organisation. Employee commitment to their work is influenced by high organisational engagement and employee satisfaction levels. Superior performance is the outcome of strong employee dedication, and this raises productivity, staff retention, profitability, and corporate culture. Strong commitments are the result of hard work, persistence, and dedication. Workers may need some time to become fully committed to a company. It is the duty of a management to establish an atmosphere that expedites this process and facilitates workers' commitment of time and resources to the business (Indeed, 2023).

Work commitment can be defined as the level of dedication, loyalty, and attachment that an employee has towards their organization and job. It encompasses emotional attachment, perceived costs or sacrifices, and a sense of moral obligation and loyalty. Work commitment can be measured through dimensions such as affective commitment, continuance commitment, and normative commitment (Van Der Hoek et al., 2021).

Commitment from employees is essential to achieving an organizational goal (Mareena Mohamad et al., 2011). Wrong leadership behaviour can have a big impact on an organization, and it also has an impact on employee commitment to the organization. Therefore, it is very important to choose the appropriate leadership style so that employees are more comfortable working and can give full commitment to the organization. Leaders should be exposed to a variety of leadership behaviours so that they can use or practice appropriate leadership behaviours according to the level of readiness of the employees. Leaders should also be given an approach regarding the importance of identifying the extent of employee achievement. This is because when the leader knows the employee's achievements, it is easier for a leader to use leadership behaviour that suits the employee's level. Therefore, the relationship between leaders and employees will be closer and able to produce excellent employees who are committed to the organization as a result of appropriate leadership behaviour.

According to Charman and Bennett (2021), work commitment refers to the psychological attachment an employee has to their organisation, significantly influencing their willingness to remain and contribute to organisational goals. It encompasses three primary components: affective commitment, which reflects an emotional attachment; continuance commitment, based on perceived costs of leaving; and normative commitment, which stems from a sense of obligation to stay. Understanding these dimensions is essential for organisations seeking to foster a committed workforce, particularly in the context of evolving employment practices and increased competition.

The conceptual definition of work commitment highlights the importance of employee attachment, dedication, and enthusiasm towards their work and

organization. Understanding and promoting work commitment is essential for organisations to achieve sustainable success and maintain a competitive edge in the market.

1.7.3 Police Officers

The role of a police officer is fundamental to the maintenance of public order and the enforcement of laws within society. Conceptually, a police officer is defined as a member of a constituted body empowered by the state to uphold the law, protect citizens, and ensure safety within the community. This role is characterised by a unique set of responsibilities and powers, including the authority to arrest individuals, conduct searches, and utilise force when necessary to maintain peace and order.

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Police officers are responsible for maintaining law and order, preventing and investigating crimes, enforcing traffic regulations, and ensuring public safety. They may also be involved in community policing, providing assistance and support to the public, and participating in crime prevention programs. Police officers may work in various units or departments within the police force, such as patrol, investigations, traffic, special operations, and community policing. They may also have specialised roles, such as detectives, forensic experts, or K-9 handlers. The specific duties and

responsibilities of police officers can vary depending on the jurisdiction and the needs of the community they serve (Chong & Kee, 2019).

The conceptual definition of a police officer underscores the importance of both authority and accountability in policing. It emphasises that effective policing requires not only the enforcement of laws but also a commitment to ethical conduct and community engagement. Understanding this definition is essential for evaluating the role of police officers within society and for addressing the challenges and opportunities that arise in contemporary law enforcement practices.

1.8 Operational Definitions

In terms of operational definitions, several terms need to be highlighted. All the terms were used throughout the research, and they were emphasized in every chapter. Thus, this section briefly describing the operational definitions used in this study.

1.8.1 Leadership Behaviour

Leadership is a multifaceted concept that encompasses various behaviours and actions undertaken by individuals to influence and guide others towards achieving organisational goals. The study of leadership has evolved significantly over the years, with researchers and practitioners exploring different dimensions and styles of leadership. To better understand and measure leadership behaviour, it is essential to define and operationalize key constructs. The following operational definitions aim to clarify the specific behaviours and actions that constitute effective leadership, providing a foundation for subsequent analysis and discussion.

Leadership behaviour, as defined by Banks et al. (2023), encompasses various activities that influence organizational performance and culture. These activities include setting organizational policies, self-evaluating one's own behaviour, delivering speeches, receiving evaluations from followers and teams, and fostering a leadership culture within the organization. These leadership behaviours and the duties of police officers is multifaceted and critical to the effective functioning of law enforcement agencies.

Leadership behaviours are crucial for the effective functioning of police officers, as they influence the policies, practices, and culture of law enforcement agencies. By setting clear policies, encouraging self-evaluation, delivering clear communications, receiving feedback, and fostering a positive leadership culture, police officers can better serve their communities and maintain public trust.

According to Rana et al. (2019), the path-goal theory suggests that leaders should select a leadership style that best meets their subordinates' needs, considering environmental factors. These factors include task structure and formal authority systems. Task structure refers to the extent to which a task's nature and requirements are specified, encompassing its simplicity, repetitiveness, and clarity. The path-goal theory emphasises the leader's role in helping subordinates overcome obstacles to achieve satisfaction and performance. Some tasks may require more structure from the leader, while complex tasks may necessitate more support and guidance.

According to Bans-Akutey (2021), applying path-goal leadership theory involves adapting leadership behaviour to suit the situation and followers, considering different leadership styles such as directive, achievement-oriented, participation, and support, emphasising the importance of task structure for job satisfaction, motivation,

and performance, and focusing on improving motivation and performance outcomes in law enforcement organizations.

By applying path-goal theory to the leadership behaviours of police officers in IPD Sentul, this research gains insights into how different leadership styles impact job satisfaction and performance. This analysis helped to identify the most effective leadership behaviours for various situations and contexts within the police force, ultimately enhancing the overall performance and morale of police officers.

1.8.2 Work Commitment

Work commitment is a critical aspect of organizational success, defined as the level of enthusiasm and dedication an employee demonstrates toward their tasks and the organization as a whole. It reflects an employee's psychological attachment to their workplace, influencing their motivation, performance, and overall job satisfaction (Banks et al., 2023).

Work commitment encompasses three main types such as affective commitment, normative commitment, and continuance commitment. Affective commitment involves emotional attachment and identification with the organization. Normative commitment is based on a sense of responsibility and moral obligation towards the organization. Continuance commitment is related to perceived losses or economic factors that would occur if an employee were to leave the organization. These types of commitment influence employee performance and organizational outcomes (Gunanjar et al., 2024). Work commitment is a vital aspect of organisational effectiveness, particularly in law enforcement agencies, where the nature of the job

requires high levels of dedication and resilience. Understanding the types of work commitment - affective, normative, and continuance can provide valuable insights into the motivations and behaviours of police officers at IPD Sentul.

By examining these three types of work commitment among police officers in IPD Sentul, this study can provide a comprehensive understanding of how commitment influences their job performance, morale, and overall effectiveness. Recognising the factors that contribute to each type of commitment can help police leadership develop strategies to enhance officer engagement, reduce turnover, and foster a supportive work environment that aligns with the goals of the organisation and the community it serves. This approach not only benefits the officers but also improves the overall functioning of the police department, ultimately leading to better public safety outcomes.

1.8.3 Police Officers

Police officers play an important role in maintaining public safety and enforcing the law in their communities. The responsibilities and expectations of police officers are multifaceted and require a strong commitment to their duties. The police officers in this study are staff at the research organisation, which is from the Sentul District Police Headquarters (IPD Sentul). The respondents in this study consisted of police officers with low ranks ranging from Constables to Assistant Superintendents of Police (ASP) who have served for more than a year and were randomly selected to answer a questionnaire related to leadership behaviour and work commitment at IPD Sentul. The number of respondents in this study was 145 police officers.

1.9 Conclusion

In conclusion, this research serves as a foundational exploration of the critical relationship between leadership effectiveness and work commitment in the law enforcement context. It underscores the pivotal role of leadership styles, including transformational, transactional, and servant leadership, in shaping the work attitudes and behaviours of police officers. It highlights the gaps in knowledge and the necessity for further investigation into the specific challenges faced by officers in maintaining high levels of work commitment.