

**LEADERSHIP BEHAVIOUR AND ANTICIPATED WORK COMMITMENT
AMONG POLICE OFFICER IN
SENTUL DISTRICT POLICE HEADQUARTERS
(IPD SENTUL)**

NOR HASWANI BINTI SULAIMAN

UNIVERSITI SAINS ISLAM MALAYSIA

**LEADERSHIP BEHAVIOUR AND ANTICIPATED WORK
COMMITMENT AMONG POLICE OFFICER IN SENTUL
DISTRICT POLICE HEADQUARTERS (IPD SENTUL)**

NOR HASWANI BINTI SULAIMAN
(Matric No: 3221145)

Thesis submitted in partial fulfillment for the degree of
MASTER OF COUNSELING (SUBSTANCE ABUSE)

Faculty of Leadership and Management
UNIVERSITI SAINS ISLAM MALAYSIA
Nilai

August 2024

AUTHOR DECLARATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged

Date : August 2024

Signature

Name : Nor Haswani binti Sulaiman

Matric No : 3221145

Address :

Perak Darul Ridzuan

BIODATA OF AUTHOR

Nor Haswani binti Sulaiman (Matric No: 3221145) was born on 21 July 1986. She was the eldest daughter among four siblings. She is currently living at PT.2423 Desa Seri Iskandar, 32610 Seri Iskandar, Perak. She was previously a graduate student from Universiti Utara Malaysia (UUM), Sintok, and obtained a Bachelor of Development and Management with Honors from 2006 to 2010. Previously, she is working as Police Officer since 2011. Currently, she is pursuing her Master of Counselling (Substance Abuse) at USIM. She hopes to contribute more to the community, especially in this field.

ACKNOWLEDGEMENT

"In the name of Allah S.W.T the Most Beneficent and the Most Merciful"

Alhamdulillah, thanks to Allah. I express all my gratitude to Him for the strength, determination, and courage given to me in completing this dissertation titled "Leadership Behaviour and Anticipated Work Commitment Among Police Officers in Sentul District Police Headquarters (IPD Sentul)." I also extend my praises to Prophet Muhammad S.A.W. for his blessings and efforts in spreading Rahmah and knowledge to us.

My deepest gratitude and appreciation go to my supervisor, Dr. Nurhafizah binti Mohd Sukor, who has always encouraged and motivated me to complete this thesis. Her continuous guidance, support, and never-ending motivation allowed me to conduct this research and complete it successfully. Additionally, I would like to thank all the lecturers of SPADA and USIM who have continuously assisted me with my studies.

Furthermore, I would like to express my appreciation and thanks to the Sentul District Police Headquarters (IPD Sentul) for providing respondents for this study. Many thanks to all participants involved in this research for their cooperation.

I would like to express my deepest appreciation and gratitude to my beloved husband,

my beloved siblings; my family-in-law; and all my colleagues at SPADA K12, who provided full support and encouragement throughout this study. May Allah S.W.T. shower His blessings and kindness upon them. I hope this small effort in research may be useful and beneficial to others in society and the community.

Thank you.

ABSTRAK

Kajian ini bertujuan untuk menyiasat pelbagai aspek tingkah laku kepimpinan dan kesannya terhadap komitmen kerja dalam kalangan pegawai polis di IPD Sentul, Kuala Lumpur. Kajian ini menggunakan kaedah kajian kuantitatif menggunakan analisis deskriptif, korelasi, dan regresi. Objektif kajian adalah untuk menyiasat: (i) tingkah laku kepimpinan; (ii) tahap komitmen kerja; (iii) hubungan antara tingkah laku kepimpinan dan komitmen kerja; dan (iv) tahap kekuatan tingkah laku kepimpinan dan komitmen kerja yang dijangkakan dalam kalangan anggota polis di IPD Sentul. Responden kajian ini adalah seramai 145 orang pegawai polis di IPD Sentul. Satu set soal selidik telah diedarkan, terdiri daripada tingkah laku kepimpinan (LB) dan komitmen kerja (WC).

Data dianalisis menggunakan perisian Statistical Package for Social Sciences (SPSS) versi 26.0. Analisis yang diperolehi mendapati bagi kepimpinan sokongan, nilai min tertinggi dari segi tingkah laku kepimpinan (Min:33.8, SD: 5.34), dan nilai min terendah ialah kepimpinan pencapaian (Min: 12.5, SD:1.97). Tahap komitmen kerja anggota polis di IPD Sentul mencatatkan nilai min tertinggi dari segi komitmen afektif (Min:32.7, SD:6.01). Korelasi Pearson (nilai-r) ialah .665 dan nilai-p < 0.01, dan ini menunjukkan korelasi yang tinggi dan hubungan kukuh antara tingkah laku kepimpinan dan komitmen kerja. Ringkasnya, model keseluruhan menyokong kewujudan hubungan yang signifikan antara tingkah laku kepimpinan dan komitmen kerja (H_1).

Walau bagaimanapun, hanya tingkah laku kepimpinan berorientasikan sokongan (H_3) menunjukkan hubungan positif yang signifikan, manakala tingkah laku kepimpinan berorientasikan arah, berorientasikan penyertaan dan berorientasikan pencapaian (H_2 , H_4 dan H_5) tidak menunjukkan hubungan yang signifikan dengan komitmen kerja berdasarkan pada analisis yang disediakan. Berdasarkan dapatan kajian ini, beberapa implikasi dan cadangan untuk kajian akan datang telah dibincangkan.

ABSTRACT

The study aimed to investigate various aspects of leadership behaviour and its impact on work commitment among police officers at IPD Sentul, Kuala Lumpur. This study applies quantitative research methods using descriptive analysis, correlation, and regression. The objective of the study is to investigate the: (i) leadership behaviour; (ii) level of work commitment; (iii) relationship between leadership behaviour and work commitment; and (iv) level of strength of leadership behaviour and anticipated work commitment among police officers at IPD Sentul. The respondents of this study were 145 police officers in IPD Sentul. A set of questionnaires was distributed, consisting of leadership behaviour (LB) and work commitment (WC).

Data were analysed using the *Statistical Package for Social Sciences* (SPSS) version 26.0 software. The analysis found that for 'supportive leadership', the highest mean value in terms of leadership behaviour (Mean:33.8, SD:5.34), and the lowest mean value is 'achievement leadership' (Mean:12.5, SD:1.97). The level of work commitment by police officers at IPD Sentul recorded the highest mean value in terms of 'affective commitment' (Mean:32.7, SD:6.01). The Pearson correlation coefficient (r-value) was .665 and the p-value < 0.01 , and this showed a high correlation and strong relationship between leadership behaviour and work commitment. In summary, the overall model supports the existence of a significant relationship between leadership behaviour and work commitments (H_1).

However, only 'support-orientated' leadership behaviour (H_3) shows a significant positive relationship, while direction-orientated, participatory-orientated, and achievement-orientated leadership behaviours (H_2 , H_4 and H_5) do not demonstrate significant relationships with work commitments based on the provided analysis. Based on the findings of this study, some implications and recommendations for future studies have been discussed.

ملخص البحث

هدفت الدراسة إلى التعرف على الجوانب المختلفة للسلوك القيادي وأثرها على الالتزام بالعمل لدى كوالالمبور. تطبق هذه الدراسة أساليب البحث الكمي باستخدام IPD Sentul ضباط الشرطة في التحليل الوصفي، والارتباط، والانحدار. الهدف من الدراسة هو: 1) (التحقيق في سلوك القيادة؛ التحقق من مستوى الالتزام بالعمل؛ 3) (التحقق من العلاقة بين السلوك القيادي والالتزام بالعمل؛ و 4) (التحقق من مستوى قوة السلوك القيادي والالتزام بالعمل المتوقع بين ضباط الشرطة وتم IPD Sentul. كان المشاركون في هذه الدراسة 145 ضابط شرطة في IPD Sentul. في (WC) والالتزام بالعمل (LB) توزيع مجموعة من الاستبيانات، والتي تتكون من السلوك القيادي

الإصدار 26.0 (SPSS) تم تحليل البيانات باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية. وجد التحليل الذي تم الحصول عليه أنه بالنسبة لـ "القيادة الداعمة"، فإن أعلى قيمة متوسطة من "أقل قيمة متوسطة هي" قيادة الإنجاز، (SD: 5.34، المتوسط: 33.8) حيث السلوك القيادي هي IPD سجل مستوى التزام ضباط الشرطة في العمل في (SD: 5.34، المتوسط: 12.5) بـ (SD: 6.01، المتوسط: 32.7) أعلى قيمة متوسطة من حيث "الالتزام العاطفي" عند Sentul وهذا أظهر وجود علاقة ارتباط، $p < 0.01$ وقيمة $r = 0.665$ (قيمة) وبلغ معامل ارتباط بيرسون عالية وعلاقة قوية بين السلوك القيادي والالتزام في العمل باختصار، يدعم النموذج العام وجود (H_1) علاقة ذات دلالة إحصائية بين السلوك القيادي والتزامات العمل

فقط يظهر علاقة إيجابية كبيرة، في حين (H_3) "ومع ذلك، فإن سلوك القيادة" الموجه نحو الدعم (H_2)، أن سلوكيات القيادة الموجهة نحو الاتجاه، والموجهة نحو المشاركة، والموجهة نحو الإنجاز لا تظهر علاقات مهمة مع التزامات العمل القائمة على التحليل المقدم وبناء على (H_4 و H_5) نتائج هذه الدراسة تمت مناقشة بعض الآثار والتوصيات للدراسات المستقبلية

CONTENT PAGE

AUTHOR DECLARATION	i
BIODATA OF AUTHOR	ii
ACKNOWLEDGEMENT	iii
ABSTRAK	iv
ABSTRACT	v
ملخص البحث	vi
CONTENT PAGE	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
ABBREVIATION	xiii
CHAPTER I : INTRODUCTION	1
1.1 Introduction	1
1.2 Background of Study	1
1.3 Problem Statement	4
1.4 Research Question	6
1.5 Research Objectives	6
1.6 Research Hypothesis	7
1.7 Conceptual Definition	7
1.7.1 Leadership Behaviour	7
1.7.2 Work Commitment	9
1.7.3 Police Officers	11
1.8 Operational Definitions	12
1.8.1 Leadership Behaviour	12
1.8.2 Work Commitment	14
1.8.3 Police Officers	15
1.9 Conclusion	16

CHAPTER II : LITERATURE REVIEW	17
2.1 Introduction	17
2.2 Leadership Behaviour	17
2.3 Work Commitment Among Workers	25
2.4 Studies on the Relationship Between Leadership Behaviour and Work Commitment	32
2.5 Relevant Theories	38
2.5.1 Path-Goal Leadership Theory	39
2.6 Conceptual Framework	40
2.7 Conclusion	41
CHAPTER III : RESEARCH METHODOLOGY	42
3.1 Introduction	42
3.2 Research Design	42
3.3 Quantitative Approach (Survey Method)	44
3.4 Location	45
3.5 Population and Sampling	46
3.5.1 Population	47
3.6 Sample Size	47
3.7 Research Instrument	47
3.8 Approach of Data Analysis	50
3.9 Conclusion	51
CHAPTER IV: DATA ANALYSIS	52
4.1 Introduction	52
4.2 Demographic Information	53
4.3 Descriptive Data	56
4.3.1 Research Question One: What is the Leadership Behaviour Anticipated by Police Officer at IPD Sentul?	56
4.3.2 Research Question Two: What is the Level of Work Commitment Anticipated of Police Officers at IPD Sentul?	57

4.3.3	Research Question Three: What is the Relationship Between Leadership Behaviour and Anticipated Work Commitment Among Police Officers at IPD Sentul?	58
4.3.4	Research Question Four: How Strong is the Relationship Between Leadership Behaviour and Anticipated Work Commitment Among Police Officer at IPD Sentul?	60
4.4	Conclusion	61
CHAPTER V : DISCUSSION, RECOMMENDATION AND CONCLUSION		62
5.1	Introduction	62
5.2	Summary of Finding	62
5.3	Discussion of the Finding	65
5.3.1	What is the Leadership Behaviour Anticipated Among Police Officer at IPD Sentul	65
5.3.2	What is the Level of Work Commitment Anticipated of Police Officer at IPD Sentul	68
5.3.3	What is the Relationship Between Leadership Behaviour and Work Commitment Among Police Officers at IPD Sentul	69
5.3.4	How Strong is the Relationship Between Leadership Behaviour and Work Commitment among Police Officer at IPD Sentul?	72
5.4	Implication of the Study	74
5.5	Limitation in the Study	76
5.6	Recommendations for Future Research	77
5.7	Conclusion	78
BIBLIOGRAPHY		79
APPENDIX I		85
APPENDIX II		86

LIST OF TABLES

Tables	Page
Table 4.1: Demographic Information	54
Table 4.2: The Leadership Behaviour Anticipated by Police Officer at IPD Sentul	56
Table 4.3: The Level of Work Commitment Anticipated by Police Officer at IPD Sentul	57
Table 4.4: Summary of Multiple Regression Model Results	58
Table 4.5: Regression Coefficients for Leadership Behaviour and Work Commitment	60
Table 4.6: The Strength of the Relationship Between Leadership Behaviour and the Work Commitment	61

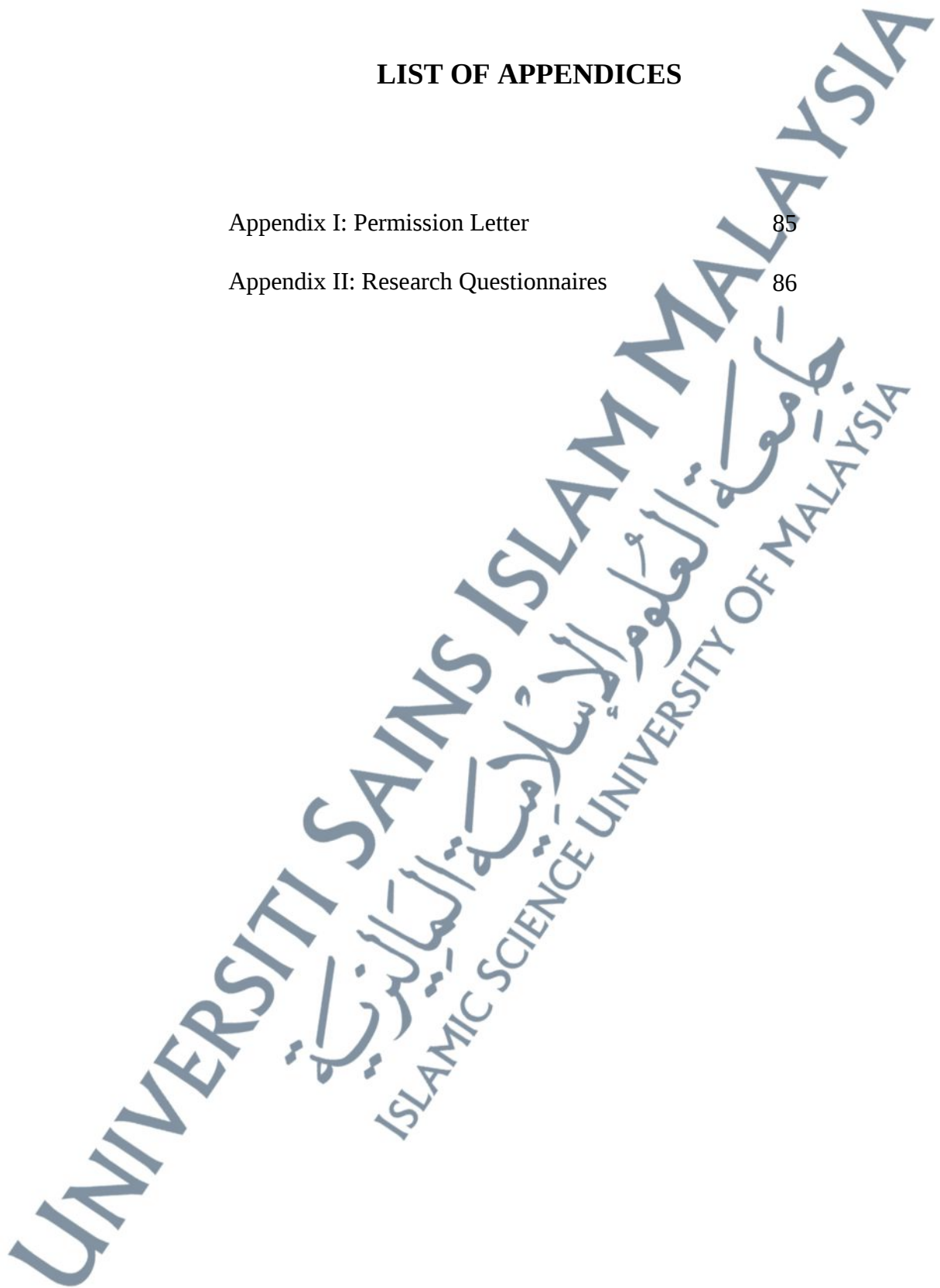
LIST OF FIGURES

Figures	Page
Figure 1: Framework of the Study	40

LIST OF APPENDICES

Appendix I: Permission Letter 85

Appendix II: Research Questionnaires 86



ABBREVIATION

IPD SENTUL	: Sentul District Police Headquarters
LB	: Leadership Behaviour
WC	: Work Commitment
DL	: Dirrection Leadership
SL	: Supportive Leadership
PL	: Participation Leadership
AL	: Achievement leadership
APA	: American Psychological Association
r	: Correlation Pearson
PGT	: Path-Goal Theory
p	: Significant
n	: Total
m	: Mean
MCQ	: Multiple-choice questions
Sig.	: Significant (2-tailed)
%	: Percentage
SD	: Standard Deviation
SRS	: Simple Random Sampling
S.A.W	: Sallallahu Alaihi Wasallam
S.W.T	: Subhanahu Wata'ala
USIM	: Universiti Sains Islam Malaysia