The Effect of Leadership Styles on Organizational Commitment in the Public Sector: A Case Study on Sharjah Municipality

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ABSTRACT

Purpose: The current paper seeks to determine how leadership styles affect the organizational commitment of Sharjah Municipality-based employees in the public sector.

Design/methodology/approach: The research adopted a quantitative methodology using semi -structured questionnaires to collect data from 130 respondents chosen from 304 leaders who are working in six sectors in Sharjah Municipality, with the sectors including, Director General's Sector, Corporate Support Sector, Agriculture & Environment Sector, Public Health & Central Labs Sector, Engineering & Projects Sector, and Customer Service Sector. The data was then analyzed using the SPSS (Statistical Package for the Social Sciences),Version20.0. A correlation analysis, regression analysis and the demographic factors were used in measuring the relationship between the dependent variable (organizational commitment) and the independent variable (leadership style).

Findings: The findings of the study evidenced that leaders have an impact on organizational performance. Guided by the results and findings, it is important to note that leadership style influences employees' organizational commitment and thus it is crucial for the policy makers to consider this fact in an effort to meet organizational objectives. The contribution of the study and valuable implication were discussed in the study.

Practical implications: The study findings have several practical implications. They are expected to be used by the organizations' management to ensure that the leadership style has a positive impact on organizational commitment. Therefore, the managers will be able to ensure maximum performance in the company.

Originality: This study is amongst the few studies that scrutinized the effect of leadership on organizational commitment in the public sector of Sharjah Municipality.

Keywords: Leadership style, organizational commitment, transformational leadership, transactional leadership.

INTRODUCTION

For organizational changes to be successfully introduced and enacted, one of the major contributors is solid leadership. The current study aims to investigate how leadership influences organizational commitment. According to Avolio& Bass (2002), broadening of earlier paradigms of leadership such as, autocratic versus democratic leadership, directive versus participative leadership, task versus relations-oriented leadership and consideration versus initiating structure is a significant concept in ensuring that leadership inspires positive effects on organizations and employees. The framework proposed by Avolio et al. (2004) outlined that transformational and transactional leadership styles have constituted most significant leadership studies particularly in respect to research on many aspects of the organization.

The establishment of this framework was founded around provisions of larger organizations and it has found successful application in the study related to organizational commitment from all levels of management (Balay, 2012). The underlying concepts of transactional and transformational leadership styles are grounded on former leadership classifications among directive versus participative leadership and relations-oriented versus task-oriented leadership, among others. In transactional leadership provisions, exchange of contingent rewards and active management by exception are the main factors that inspire individuals under this leadership (Bono & Judge, 2004).

According to Alder and Corson (2003), in this form of leadership, the leader is involved in establishing goals, communicating what he/she expects from the employees and outlining the manner and mode of reward the employees will be compensated for their efforts. Moreover, the employees receive feedback from the leaders relative to their tasks. On the other hand, transformational leadership takes a different perceptive. The leader is characterized by among others charisma, acts of individual consideration and ability to intellectually stimulate individuals (Chiok&Loke, 2010).

A transformational leader inspires individuals to act on the good of all individuals by promoting collective achievement as opposed to individual accomplishments. Transformational leaders operate under distinct values such as trust, loyalty, consideration for staff and their strong belief in individuals. All these allow the leaders to positively impact commitment of individuals to a firm. The aim of this study is to look at the impact of leadership styles (transformational and transactional) on employee organizational commitment. After achieving this aim, the study determines the leadership style that is most effective for application in Sharjah public-based organizations.

LITERATURE REVIEW & HYPOTHESIS

Transformational versus Transactional Leadership styles

The origin of transformational and transactional leadership styles can be traced back to Burns (1978) who introduced them during his political leadership treatment endeavors. In accordance to Conger and Kanungo (1998), transactional and transformational leadership differ in the aspect of what leaders and employees/ subordinates offer each other. In general, for transformational leaders, the main objective is inspiring subordinates to attain short-term objectives and directing efforts on basic needs of the higher order. However, for transactional leadership, the main concern is good resources exchange. According to Kuhnert and Lewis (1987), while transactional leadership is a two-way exchange dynamic, whereby leaders offer employees something and expect something in return, transformational leadership basically revolves around subordinates identifying with the needs of the leaders.

The research studies that have characterized both transformational and transactional leadership styles since their introduction are numerous in number. However, of the two, transformational seems to be the most common leadership style. In line with the sentiments of Bass (1997), the US is the region where the most extensive researches on transformational leadership styles have been undertaken. Nonetheless, he also indicates the gradually increasing interest on this topic worldwide. Aside from the extensive transformational leadership style study particularly in Europe, it has also become a significant phenomenon in the literatures on leadership.

According to Howell and Avolio (1993), transactional leadership style is complemented by transformational leadership and as such, for a leader to safeguard efficiency and success, it is essential to supplement both styles in his/her operations. In accordance to Bass (1998), the fact that transformational leadership is a complement of transactional leadership does not mean that transformational leadership is a substitute to transactional leadership. Similarly, some researches proposed that transactional leadership forms the basis of transformational leadership. In respect to this, Avolio (1999) laid out that transactions form the base for transformations. Bass (1985) theorized that for transactional leadership, leaders outline the expectations, which when met by the subordinates, are followed by subsequent rewards to the concerned subordinates.

According to Bass (1998), it is therefore vital for the practicing of transformational leadership for leaders to inspire employees to perform beyond expectations. The findings of the study conducted by Wu et.al (2006) showed that both transactional and transformational leadership styles have a significant and positive relationship on employee performance and affective commitment. In a different study conducted by Meyer et al. (2012), disclosed that all transformational leadership factors had a slightly higher positive relationship with employee performance and commitment than transactional leadership style. The relationship between affective commitment and transformational leadership factors was not considerably higher likened with the observation for contingent reward transactional leadership behavior.

This suggests that leaders within UAE-based companies displayed both transactional and transformational leadership behaviors. Nonetheless, individual leaders tend to display more of one leadership style than the other. According to Allen and Meyer (1990), there is a strong relationship between both transactional and transformational leadership styles, which makes it hard to separate the distinctive effects of each style. Assuming an indirect effect approach, recent researches have disclosed the intermediating role empowerment plays in organizational leadership literature. For instance, a number of researchers on the topic of transformational leadership practices were carried out based on several contexts and samples; for instance, Avolio et al.'s (2004) study on 520 staff nurses in Singapore's large public hospital and Khasawneh et al.'s (2012) study on bank staffs in various teachers in Jordanian-based organizations illustrated that the ability of leaders to effectively

practice transformational leadership styles had increased the empowerment of their followers to effectively and efficiently manage job duties.

Therefore, it could bring about higher organizational commitment in the companies. The leadership research literature is in keeping with the concept of leadership theories, both transformational leadership and transactional leadership. To be specific, in line with Burn (1978), transformational leadership theory puts forward that manual comprehension of followers and leaders in managing organizational functions may upsurge their moralities. In addition, according to Avolio and Bass (2002), transformational leadership style postulates that interaction between followers and leaders in managing organizational functions can hearten followers to exceed their individual interest to support the interests of the organization.

The actual use of these theories in organizational leadership framework discloses that the moralities of the followers and their concern on organizational interests can be created if leaders do the following for followers:

1) Fuel their intellectuals,
2) Grow their potential,
3) Create and communicate target goals with them, and
4) Prompt them to think beyond their individual interests.

If leaders can successfully adopt such transformational processes, they can increase the empowerment of their followers to effectively and efficiently carry out their duties. In turn, this can result in a greater organizational commitment (Allen & Meyer, 2006). The current study used the literature as the cornerstone to create a conceptual framework. Based on the framework, it appears sensible to conclude that high empowerments in managing organizational functions will have a positive influence on UAE company-based employees since this practice impacts UAE-based employees.

Transformational leadership theories further put forward that if these employees have high opportunities to utilize empowerments to manage organizational functions, it may result in greater organizational commitment. According to Bono and Judge (2004), interview results of staffs working for transformational leaders illustrated that the early stages of application for this type of leadership received considerably high resistance. This is because employees lacked enough training of the benefits of this type of leadership style (Chiok&Loke, 2010). The abrupt increase in flexibility for staffs to carry out their duties and involvement in decision-making was attributed to the leader's negligence and their lack of gratefulness of the significance of the task and lack of ability to take imperative decisions.

Organizational Commitment

According to Asler and Corson (2003), organizational commitment is an independent measure of both performance and turnover of employees in a firm. Moreover, according to Meyer et al. (1993), organizational commitment is a key highlighter of work performance by an employee. This mandates for employers to significantly consider and place emphasis on the organizational commitment of employees in their firms. Organizational commitment is a broad term, which is characterized by a host of definitions. Nonetheless, according to Johnston et al. (2010), the commonest description defines it as simply loyalty or total dedication to an organization. According to Meyer and Allen (1991), organizational commitment is a three-component model comprising affective, continuance, and normative commitment.

As outlined by Jernigan and Beggs (2012), organizational commitment represents the extent to which an individual identifies with and participates within an organization. Organizational commitment can be exhibited by the following major characteristics:

- Value commitment: individual who not only believes but accepts organizational goals and values.
- Effort Commitment: individuals ready to make distinct efforts for the firm.
- Retention commitment: individuals exhibiting strong dedication towards maintaining organizational membership.

According to Adler and Corson (2003), organizational commitment can be viewed as a mental contract, where the concerned individuals link their personal organizational identification and acknowledgment to the said firm and their subsequent duties. Individuals can be stimulated to voluntarily cooperate in relation to organizational activities where there is organizational commitment. According to Balay (2012), organizational commitment was identified to exhibit positive relations with leadership in a research to determine leadership as a commitment predictor.

Leadership styles and Organizational commitment

In line with Bard (2002), there are four significant factors that influence organizational commitment mainly: working experience, job domain, personality and pay. Organizational commitment influences the following outcome provisions: retention inclination, retention demand, and performance of attending rate work.

In reference to the related theory, Jernigan and Beggs (2012) suggested a cause-effect relationship model portraying organizational commitment as a principal variable that influences among others the attitude, value and behavior of organizational members. The influence of transformational leadership on organizational commitment has been identified by numerous studies that incorporate a direct effect approach. According to MacKenzie et al. (2001), organizational commitment is heavily determined by transformational behaviors in directing subordinates/employees through individualized consideration, individualized influenced attributed, individualized influence behavior and intellectual stimulation.

According to Alder and Corson (2003), the fact that transformational leaders have been found to enhance the commitment of organizational members through stimulating them to change both their work perception and attitude, significantly places them as important components in attaining successful change management. In accordance to Allen and Meyer (1990), transformational leadership inspires employee motivation by enabling employees to shift mentality and approach their jobs in a different strategic approach and a motivated way, and as such, it can be proposed that transformational leadership indeed exhibits a positive relationship with organizational commitment.

In agreement to these findings, Bard (2002) suggested that eventually, staffs start to respect their leaders and begin to feel more involved in the company under transformational leadership. This in turn makes them value their work, and thus increase their performance level, which further increases their commitment to the organization. Additionally, MacKenzie et al. (2001) agreed that staff go through training courses to enhance their competencies and technical skills. This individual concern for the needs of staffs increases how they positively prefer transformational leadership style. His findings are in line with Bard (2002) who argued the existence of a stronger positive relationship between long vs. short-term commitment to an organization and transformational leadership. This is because of the time needed for leaders to develop a motivated and committed culture in the company.

According to Bono and Judge (2004), employees who receive a transactional style are more motivated to increase their performance and reach their set objectives for them to attain the promised rewards. This brought about increased transparency in the effort-reward association. Based on the findings by Johnston et al. (2010), transactional leadership considerably increases the performance of employees throughout the first quarter of application.

Contrary to these findings, Bard (2002) argued that often the final decision for incentives (bonuses) and promotions should be made by the company's top management officials and not the direct leaders. This factor often results in considerable delay in staffs receiving awards. Moreover, in some organizations certain staffs do not get the anticipated rewards as specified in the initial agreement between them and the leaders. This impacts commitment to the organization negatively because the staffs lose respect for their leaders and thus resulting in a significant drop in their performance levels.

In a transactional leadership setting workers only receive rewards as an exchange for their performance. According to Bono and Judge (2004) leaders set their output performance while followers work towards realization of this goal, in what can usually be termed as fifty-fifty memorandum. In a transactional setting everything circulates around rewards for performance for every progress; satisfaction of employees enables leaders to realize their organization goals. Transactional leadership is the exchange of rewards for every performance realized by the followers. This is the only effective way leaders can use towards realizing organization goals and objective. Bard (2002) noted that leadership which works towards providing a supportive and bureaucratic culture in a transactional leadership may often find it easy to foster organization commitment. For long transactional leaders have since relied on contingency rewards and monitoring of employees towards meeting their organizational goals and objectives.

According to Emery & Barker (2007) leaders have used this type of leadership to motivate employees towards affirmative organization commitment. Some researchers believe that transactional leadership has the ability to inspire employees towards becoming highly motivated. Numerous literatures by various authors (Bard, 2002; Bono and Judge, 2004) focused on how transactional leadership coincided with other major factor s such as employee's commitments, job satisfaction, or organizational citizenship behavior. Johnston et.al (2010) all agree that transactional leadership possess some positive influence on employee commitment. However not all researchers support transactional leadership; Bard (2002) points out that this type of leadership can cause negative effect on employee commitment. To date some organizations still practice

transactional type of leadership, and to some extent it has been linked to their positive performance. It is hard to ascertain that transactional leadership is the best mainly due to the limited literature available. This study intends to fully analyze transactional leadership and examine how it affects employee commitment at their workplace.

In a different study, the findings disclosed that transactional style of leadership is more effective in stable environments, while transformational style of leadership is more suitable in unsettled, unstable settings (Johnston et al., 2010). Transformational leaders have a tendency of focusing on providing an optimistic vision and inspiring followers to move away from the typical ways of carrying out activities and thus, it is more suitable and effective in stable settings. On the other hand, transactional leaders tend to focus on maintaining attainment of effective performance.

HYPOTHESIS

This leads to the following hypothesis and framework for the current study;

H1: Transformational leadership is positively related to organizational commitment.
H2: Transactional leadership is positively related to organizational commitment.
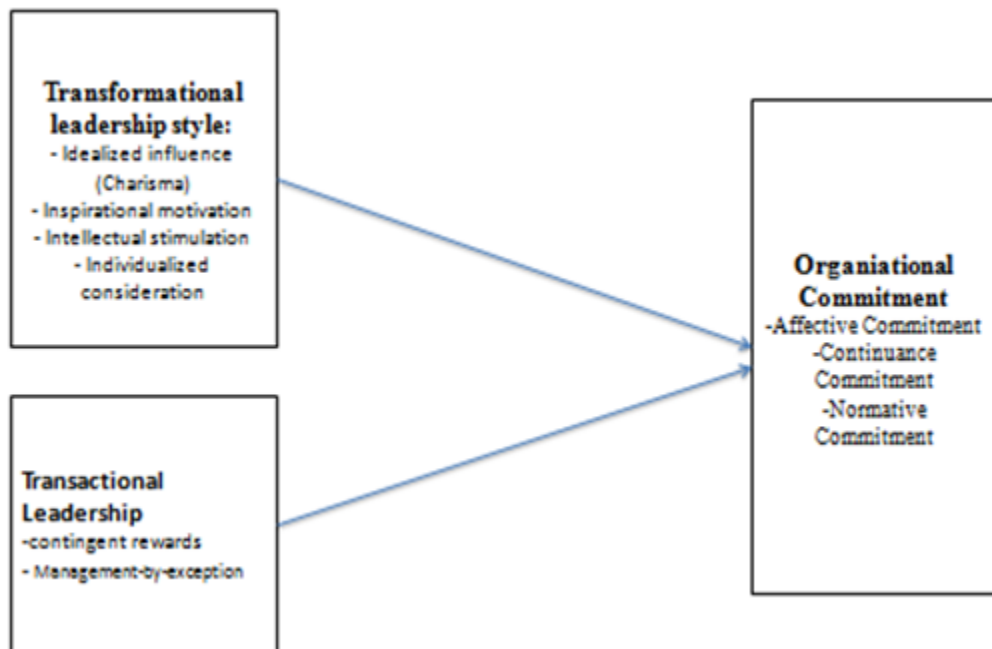
Many Sharjah-based organizations looked at in the current study are typified by highly stable work settings because of the routine nature of their work. In their findings Chiok and Loke (2010), elaborated that applying transactional leadership behavior in such organizations is more appropriate and effective for these types of organizations. The recent unstable global economic states have had a contribution to the weakening of the working environment. As a result, the author predicts that it will be more effective and appropriate for leaders to implement a more transformational leadership behavior throughout these times of turbulence.

METHODS AND METHODOLOGY

To scrutinize the hypothesis of the study, the data was collected through questionnaires from Sharjah Municipality. The data collection instrument used was a questionnaire and it had 8 questions related to leadership styles, and 11 questions related to organizational commitment measured on a 5-point likert scale. There were 130 respondents from 304 leaders who are working in six sectors in Sharjah Municipality, which are the Director General's Sector, Corporate Support Sector, Agriculture & Environment Sector, Public Health & Central Labs Sector, Engineering & Projects Sector, and Customer Service Sector. The data was then analyzed using the SPSS (Statistical Package for the Social Sciences). SPSS 21.0 and Excel spreadsheet were used in the statistical analysis and results. In addition, all questions were first analyzed using bars and charts.

RESULTS AND DISCUSSION

The following data analysis methods were done for the study and will be discussed in this chapter;

a. Descriptive statistics: They simply describe and interpret what the collected data shows. The mean, frequency and standard deviation were generated to interpret the obtained results. Demographics analysis was done through the descriptive analysis.
b. Analysis of variance (ANOVA): This statistical model is used to examine the dissimilarities among the means and variation between and amongst groups.
c. Reliability: This model shows the construct scale that is measuring the variables.
d. Correlation: Correlation coefficient is a measure of the linear relationship between dependent and independent variables. A correlation coefficient is very important in understanding the linear relationship between two variables. The absolute value ranges from 0 to 1 for the correlation coefficient. A value that shows 0 evidences the lack of a correlation relationship between the variables, while a value of 1 indicates the existence of a perfect correlation.
e. Regression analysis: This model identifies the association between the independent variables and the dependent variable.

I.   Descriptive statistics

Demographics

DEMOGRAPHIC	CATEG	FREQUENCY	PERCENT
GENGER	MALE	75	57.3
	FEMALE	55	42.0
QUALIFICATION	Under High School	1	.8
	High School	18	13.7
	College Degree	85	64.9
	Graduate Studies	26	19.8
EXPERIENCE	0-5 Years	26	19.8
	6-10 Years	51	38.9
	11-15 Years	22	16.8
	more than 15	31	23.7

Gender
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	75	57.3	57.3	57.3
	FEMALE	55	42.0	42.0	99.2
	Gender	1	.8	.8	100.0
	Total	131	100.0	100.0	

Qualifications
Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under High School	1	.8	.8	.8
	High School	18	13.7	13.7	14.5
	College Degree	85	64.9	64.9	79.4

Graduate Studies	26	19.8	19.8	99.2
Qual	1	.8	.8	100.0
Total	131	100.0	100.0	

According to the researcher most of the respondents were male because most of the industries are male dominated.
Most of the respondents had a college degree followed by those with graduate degrees. This interprets that most employees that responded to the questionnaire were mainly held between college degree and graduate studies academic qualifications.

Experience
.Experience:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 Years	26	19.8	19.8	19.8
	6-10 Years	51	38.9	38.9	58.8
	11-15 Years	22	16.8	16.8	75.6
	more than 15	31	23.7	23.7	99.2
	Expri	1	.8	.8	100.0
	Total	131	100.0	100.0	

The experience of the respondents was highest at the range of 6-10 years which increases the validity and reliability of the results. Experienced employees give accurate feedback in comparison to the inexperienced.

Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TFS	130	1.20	5.00	4.2462	.60414
TFZ	130	1.00	4.67	3.0615	.56876
ACOM	130	1.00	5.00	3.7908	.95767
CCOM	130	1.00	5.00	2.7641	.88576
NCOM	130	1.33	5.00	3.1513	.57077
Valid N (listwise)	130				

Descriptive statistics for dependent variables: For all the three types of organizational commitment N=130, therefore the respondents gave adequate feedback. The mean was also favorable and increased the validity of the results.

ii.   ANOVA
Scale Statistics

Table. Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.0138	4.742	2.17760	5

ANOVA with Cochran's Test

		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		122.343	129	.948		
Within People	Between Items	188.425	4	47.106	235.283	.000
	Residual	228.014	516	.442		
	Total	416.439	520	.801		
Total		538.782	649	.830		

Grand Mean = 3.402
:

Analysis of variance for organizational commitment had a grand mean of 3.402. This test was also used to evaluate the internal homogeneity of all the items applied in this research.

ANOVA[a]

ANOVA for SUMACOM

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	13.508	2	6.754	8.184	.000[b]
1	Residual	104.801	127	.825		
	Total	118.309	129			

a. Dependent Variable: SUMACOM
b. Predictors: (Constant), SUMTZS, SUMTFS

ANOVA

ANOVA for CCOMa

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.105	2	1.053	1.349	.263[b]
1	Residual	99.105	127	.780		
	Total	101.210	129			

a. Dependent Variable: SUMCCOM
b. Predictors: (Constant), SUMTZS, SUMTFS

ANOVA[a]
ANOVA for NCOM

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	4.844	2	2.422	8.273	.000[b]
1	Residual	37.181	127	.293		
	Total	42.025	129			

a. Dependent Variable: SUMNCOM
b. Predictors: (Constant), SUMTZS, SUMTFS

The above table 3.2.2, 3.2.3 and 3.2.4 show the relationship of SUMACOM, SUMCCOM and SUMNCOM and the independent variables transformational and transactional leadership styles respectively.

iii. **Reliability analysis**
Reliability statistics-TFS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.768	.791	5

Reliability StatisticsTFZ

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.717	.739	3

Reliability Statistics-ACOM

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.907	5

Reliability Statistics- CCOM

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.651	.646	3

.Reliability Statistics- NCOM

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.755	.755	3

The researcher used the Alpha reliability test to find out the internal consistency of the test results measured. The researcher found out that all satisfactory values to be above the normal recommended cut-off value of 0.70, and as such they could be used in measuring all these constructs.. A convergent validity and reliability showed that transformational leadership style are highly loaded based in the cronbach alpha which scored 0.768, transactional leadership style scored 0.717 for each variable, Affictevecommitemtent scored 0.736, Continuance commitment scored 0.651, and Normative commiietemnt scored 0.755.

iv.   **Correlation analysis**
         Correlations

Correlation analysis of SUMACOM

		TFS	TFZ	ACOM
TFS	Pearson Correlation	1		
	Sig. (1-tailed)			

	N	130		
TFZ	Pearson Correlation	.359**	1	
	Sig. (1-tailed)	.000		
	N	130	130	
ACOM	Pearson Correlation	.328**	.193*	1
	Sig. (1-tailed)	.000	.014	
	N	130	130	130

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Correlation analysis of SUMCCOM

		TFS	TFZ	CCOM
TFS	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	130		
TFZ	Pearson Correlation	.359**	1	
	Sig. (1-tailed)	.000		
	N	130	130	
CCOM	Pearson Correlation	.112	.125	1
	Sig. (1-tailed)	.102	.079	
	N	130	130	130

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Correlation analysis of SUMNCOM

		TFS	TFZ	NCOM
TFS	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	130		
TFZ	Pearson Correlation	.359**	1	
	Sig. (1-tailed)	.000		
	N	130	130	
NCOM	Pearson Correlation	.335**	.173*	1
	Sig. (1-tailed)	.000	.025	
	N	130	130	130

**. Correlation is significant at the 0.01 level (1-tailed).
*. Correlation is significant at the 0.05 level (1-tailed).

From tables 3.4.1, 3.4.2 and 3.4.3 the correlation analysis of SUMACOM, SUMCCOM and SUMNCOM is shown respectively. The degree of relationship between the variable was measured using the Pearson Correlation analysis. The two types of leadership transactional and transformational were correlated with all three types of organizational commitment at an assurity level of 99%. Both the affective and normative commitment showed strong significance relationship when correlated with transformational leadership. While Continuance commitment recorded insignificance relation with transformational leadership. Affective and normative commitment could only significantly be predicted using transformational leadership, at the same time the same leadership style failed to show significant relationship on continuance commitment.

This evidenced that the results were appropriate. In addition based on the above results, the level of affective commitment (ACOM) is positively influenced by transformational leadership. Based on the results of the study, it was identified that transformational leadership style is the leadership style with most influence on organizational commitment in comparison to transactional leadership. Based on the results, normative commitment (NCOM) level is positively influenced by transformational leadership style. There is a similarity between the correspondence patterns as exhibitedbynormative commitment scale and those of the affective commitment provision as provided in the questionnaire.

In most provisions, affective commitment exhibits stronger relations. There have been numerous relations surrounding the literature on leadership pertaining to the fact that obligation and emotional attachment are, to some extent, dependent on each other. Based on the results, the leadership style that exhibits most influence on normative commitment is the transformational leadership style and continuance commitment (CCOM) level is positively influenced by transactional leadership.One of the theorized organizational commitment antecedents identified is the "psychological contract" between an organization and its employees. The fact that unlike transformational relationship, transactional leadership inspires personnel to shift focus from individual gain to collective team success makes transformational leadership style a good framework that encourages employees to put in more effort, which surpasses sheer pure economic exchange.

The findings disclosed that there exists a positive relationship between styles of leadership and certain organizational commitment constructs. Owing to the above finding, one may conclude that effective leaders can have a positive influence on meaning and trust within followers and thus motivate them to have a willingness to remain in the organization and feel involved as a member (Allen & Meyer, 2006).

Regression analysis

Coefficients

Regression analysis of ACOM a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.346	.618		2.176	.031
	SUMTFS	.471	.142	.297	3.323	.001
	SUMTZS	.145	.151	.086	.962	.338

a. Dependent Variable: SUMACOM

Coefficients

Regression analysis of CCOM [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.819	.601		3.025	.003

SUMTFS	.114	.138	.077	.823	.412
SUMTZS	.151	.146	.097	1.031	.304

a. Dependent Variable: SUMCCOM

Coefficients[a]

Regression analysis of NCOM

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.709	.368		4.641	.000
	SUMTFS	.296	.084	.313	3.502	.001
	SUMTZS	.061	.090	.060	.676	.500

a. Dependent Variable: SUMNCOM

The above tables (3.5.1, 3.5.2 and 3.5.3) shows the regression analysis of ACOM, CCOM and NCOM respectively. In all the three figures, the regression model identifies a strong association between the independent variables and the dependent variable.

Correlations

Correlation of demographics and organizational commitment

		Gender	Qualifications	Experiences	TOTALCOM
Gender	Pearson Correlation	1			
	Sig. (1-tailed)				
	N	130			
Qualifications	Pearson Correlation	-.091	1		
	Sig. (1-tailed)	.152			
	N	130	130		
Expriences	Pearson Correlation	-.360[**]	.339[**]	1	
	Sig. (1-tailed)	.000	.000		
	N	130	130	130	
TOTALCOM	Pearson Correlation	-.143	.121	.215[**]	1
	Sig. (1-tailed)	.052	.085	.007	
	N	130	130	130	130

**. Correlation is significant at the 0.01 level (1-tailed).

Table 3.6 show the correlation of demographics and organizational commitment. Gender and organization organizational commitment has insignificant correlation of 0.052, qualification and organizational commitment has also insignificant correlation of 0.085, and experience with organizational commitment shows a strong correlation of 0.007. The findings it can be concluded that demographics do not have a strong significant impact on organizational commitment except the experience.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Discussion

There exists a positive relationship between transformational leadership and affective commitment and continuance commitment, which implies that management, ought to be mindful of the style of leadership and its effect on employee organizational commitment. Along with study findings, it can be concluded that followers under a good leader have a high likelihood to identify themselves as part of the organization. The current study suggests that the style of leadership of

employees can bring about higher measures of organizational commitment in their reports. This study showed a positive relationship between styles of leadership and organizational commitment.

The overall findings of the present study suggest that both transactional and transformational leadership behaviors play major roles in determining levels of normative commitment, continuance commitment and affective commitment. The table above reveals that transformational leadership style impacted on employees commitment positively (p=.003).In terms of continuance development, the results showed that there was significant positive relationship with transformational type of leadership (p=002).According to Avolio and Bass (2002) transformational leadership positively correlates with continuance and affective commitment; an assumption that also goes in line with the above results.

The study also tested the existence of positive relationship between transactional leadership on employee's commitment. Though weak, Pearson product moment correlation in in Appendix 2 (output 5)shows significant relationship between transactional leadership and normative commitment (p=.0.4).One can easily interpret the above results in the following manner; employees will be more willing to stay put in an organization provided the level of transactional leadership keeps on improving. Employee's moral identification within an organization and how it relates to their feeling and responsibility is indomitably affected by this kind of leadership (Balay, 2012). According to table 1 transformational leadership style, affective commitment and continuance commitment all have significant positive relationships.

This study does not deny the fact that how an employee feels about his commitment to stay put within his organization has nothing to do with transformational leadership and normative commitment. This corresponds with Jernigan and Bggs (2012) who also believe that an employee stays within an organization due to enthusiasm and involvement and not because they just want to stay and need to stay. An employee will only prolong his stay within an organization if this particular employee is affectively committed to his relevant organization as opposed to the one who is normatively committed. Both affectively committed and normatively committed employees will display different behaviors as indicated in the table below:

Affectively/Continuously Committed	Normatively Committed
Have feelings of identification	Focus by virtue and not with the organization
Show attachments to their organization	Do not portray an feelings of identification with the organization

The above table showing the difference between affectively/continuously committed and normative committed employees. Normatively committed employees are more likely to leave the organization as opposed to their affectively committed counterparts.

Bono and Judge (2004) asserted that transformational leadership should bring the spirit of organizational interests before those of an employee. It is important to keep in mind that transformational leadership style does not directly bring positive impact on normative `commitment as it does to affective continuance commitment. According to Khasawneh et al. (2012) and Bono and Judge (2004), transformational leadership impacts positively on affective commitment but should be directly linked to normative commitment as they do not correlate with continuance commitment. An assumption also supported by this study. This is not to say that transformational leadership cannot be linked to normative commitment. MacKenzie et al. (2001) pointed out that transformational leadership has a positive relationship with normative commitment and a negative correlation with continuance development.

Practical Contribution:

The current work gives a pragmatic implication for organizational leaders through demonstrating the influence of organizational leadership style on organizational commitment. The empirical contribution is that workers can only be committed within an organization if there is positive leadership style. The study also establishes a strong relationship between leadership and organizational commitment, thus highlighting the importance of such a type of leadership for successfully developing high commitment levels in an organization. The empirical findings on the effect of leadership styles on organizational commitment in public sector of Sharjah Municipality evidenced that the most effective strategic leaders are those best able to function in both transformational and transactional styles, depending on the situation, and thus improving organizational commitment.

Lastly, the study suggested appropriate recommendation on how both transformational and transactional leadership styles can be used to improve organizational commitment which gives valuable contribution in leadership styles based studies. The study finally concludes that levels of affective commitment, continuance commitment and normative commitment are generally affected by the two types of leadership's transformational and transactional leadership.
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The study provides important issue for managers by suggesting them to facilitate their leadership behaviors to help improve employees' commitment to their organizations. Also the human resourses professionals could develop training programs to enhanse organizational commitment. Finally leaders can support employees' organizational commitment at the group and individual levels by developing, improving, and delivering relevant practices.

CONCLUSIONS AND RECOMMENDATIONS

Determining the impact of leadership style on employee organizational commitment remained the main focus of this study; findings obtained have dramatically showed that these two variables positively correlate with each other. To influence trust in employees and bring meaning within them which in turn raises their morale to be confined within the organization and feel part of it; leaders are advised to remain effective in their leadership. Leaders should pay more attention to problems that arise in academic careers which often experience high level of job dissatisfaction and work stress more so from young generation entering the job market. To be able to deal with these problems leaders should be more proactive as opposed to being proactive in dealing with employees matters.

This is very important as these problems tend to be cohabited among the workplace, among the workers, problems may affect organizational commitment, decrease mental and physical health, problematic collegial relationship and a decline in quality of work span.

According to Wu et al. (2006), all these problems should be amicably addressed to avoid bringing loss to higher education and institutions who strive to offer high quality academics to the young generation. This is very important because organizations may not be able to develop ingenious solutions facing a specific field, something that can adversely affect the whole industry at large, both locally and internationally.

Affective commitment is positively correlated to transformational leadership style as well as continuance development. This calls for concerted efforts by leaders to exercise effective leadership on their followers if they wish to bring any significant commitment on employees towards their organizations. Employees can only identify themselves as part of the organization provided that they are subjected to effective leadership style.

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