The Relationship between Leadership Style and Employee Commitment: A Study of Public Sectors in Erbil

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Abstract— *Leadership style has frequently been deemed as one of the crucial aspects that be able to improve employees' commitment and it is viewed as the live wire for the achievement of governmental objectives. Out of the total population, 500 respondents remained chosen for the model size through the use of simple random sampling technique. A structured four Likert scale questionnaire was design to elicit information from the respondents. Content validity was adopted to ascertain the strength of the instrument designed for this study while the Cronbach's alpha of 0.76 showed the reliability of the questionnaire. Out of the 500 questionnaires administered 456 were found valid and used for the analysis. The revision used descriptive and inferential statistics to test the hypotheses. The results showed that the strongest relationship is between relationship between transactional leadership and affective commitment, and the weakest relationship is between transformational leadership and continuous commitment.*

Keywords— *leadership styles, Public Sectors, Employee commitment, Erbil.*

I. INTRODUCTION

Public sectors have progressively perceived that worker advancement – characterized as the purposeful age, advancement, and execution of new and helpful thoughts pointed toward profiting job execution, the gathering, or the association (Covin & Slevin, 2017), is a basic asset for guaranteeing viability, development, and persistent improvement in quickly changing and unsure conditions (Crosby & Bryson, 2018). Representative development involves in-job and extra-job segments on the grounds that it can either be important for the recommended work assignments or go past conventional job depictions (Dewan & Squintani, 2018). Thinking about the noteworthiness of worker development, a tremendous assemblage of examination has distinguished a scope of emotional and persuasive drivers that can effectsly affect leaders' commitment in inventive undertakings, for example, positive effect,

characteristic inspiration, work fulfillment, and mental strengthening (Fletcher, et al. 2019). Speculations and exploration on hierarchical commitment have stressed emotional responsibility as a basic persuasive power restricting people to successful strategies that support the association and its objectives (Aybar & Marsap, 2018). Nonetheless, earlier observational exploration has yielded opposing discoveries on the connection between emotional responsibility and representative development (Bernerth, et al 2018), with certain investigations discovering constructive outcomes and others announcing non-critical impacts (Boamah, et al 2018). These premises consequently underscore the significance of additional exploration to enlighten how associations can guarantee that exceptionally dedicated leaders are roused and empowered to perform creatively in the working environment. Leadership shows itself in particular conduct. For instance,

individuals commit time and energy to satisfy their hands-on duties just as their family, individual, network and otherworldly commitments. Responsibility likewise has a passionate segment: People generally insight and express good sentiments toward a substance or individual to whom they have made a commitment (Cai, et al 2018). Finally, commitment has an objective component: Most individuals intentionally choose to make duties, at that point they nicely plan and do the activities needed to satisfy them. Since duties require a venture of time just as mental and enthusiastic energy, the vast majority make them with the desire for response. That is, individuals accept that in return for their responsibility, they will receive something of significant worth consequently, for example, favors, friendship, blessings, consideration, products, cash and property. In the realm of work, leaders and managers have customarily settled on an unsaid arrangement: In return for laborers' responsibility, associations would give types of significant worth to leaders, for example, secure positions and reasonable pay. Correspondence influences the force of a dedication. At the point when a substance or individual to whom somebody has made a dedication neglects to come through with the normal trade, the responsibility dissolves (Holm & Fairhurst, 2018).

Leaders' responsibility depicts the level of devotion of a laborer to the association which consolidate prompts the worker's aim and ability to work or occupied with the hierarchical exercises so as to achieve the objectives and goals of the association (Jiang, et al 2018). Representative's hierarchical commitment is seen as worker's association and joining with association just as enthusiastic connection to guarantee the accomplishment of the authoritative destinations and the degree the worker wants to remain with the association by offering thought to the acknowledgment of the targets of the association (Kark, et al 2018). Workers' authoritative commitment is likewise portrayed as "the overall quality of a person's relationship with and contributions in a specific association" (Hansen & Pihl-Thingvad, 2018). In the perspectives on Lambert, et al (2018), leaders responsibility signifies "workers" progressed phases of effort and association with essential degrees of dynamic and financial everyday practice of the authoritative. Kossek, et al (2018) characterized authoritative responsibility as the premise of an individual or worker's connection to the association mentally while Randel, et al (2018) believed that pledge to a hierarchical is an element of three diverse establishment of connection specifically consistence, recognizable proof and disguise. From the surviving writing, hierarchical viability has been suggested as a method of injecting the significance of culture through motivating and abusing the importance of its assets which the existence example of every association in accomplishing adequacy is dug in and through the standards that has impacted each member in the association (Xu & Payne, 2018). All together for hierarchical adequacy to be accomplished, authoritative directors and leaderss are unequivocally persuaded to receive the quality part of their leaders to discover their pledge to their positions (Sy, et al 2018).
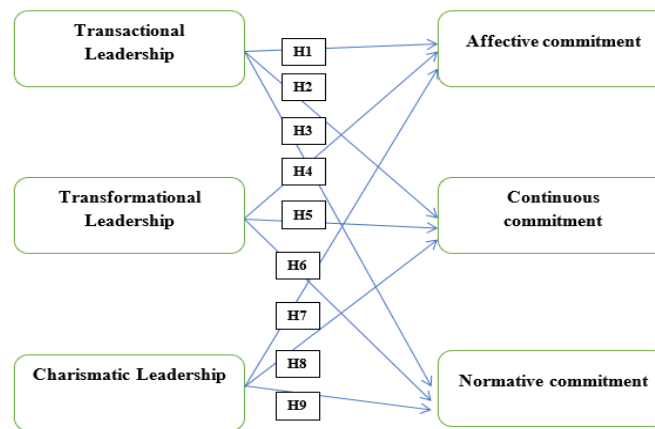
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II.   RESEARCH MODEL

Figure 1- Research Model

III.   LITERATURE REVIEW

The concept of leadership

Leaders applying with present day procedures want to receive conduct as indicated by representative propriety, there ought to be the reasonable vision, and successful correspondence alongside singular thought are the center elements of groundbreaking leadership so as to improve authoritative responsibility resulting to worker work fulfillment. As contrast with other leaders, groundbreaking leaders exhausted more with subordinates and more viable correspondence happen, that is the reason as indicated by investigation of Yan, et al (2018) work commitment of worker would increment through groundbreaking leadership ascribes as; groundbreaking leaders may drive wanted result and explicit conviction by admire impact and essentially communicate uplifting inspiration in leaders so as to get clear visionary objective and execution up to norm. In each association, groundbreaking leaders seeks after at least one of the significant part of groundbreaking administration, to a degree a few alterations have been constrained in created subject with respect to refined segments of groundbreaking leadership. Where parts involved features like; acknowledgment of subordinates, mystique, subordinate motivation by the leaders, upgrade of scholarly abilities of subordinates, (Covin & Slevin, 2017).

Leadership can be characterized as an unpredictable social cycle, established in parts of esteems, abilities,

information just as perspectives of the two chiefs and devotees. In this way, it is about the constant cycle of building up and keeping up an association between who seek to lead and the individuals who are happy to follow (Crosby & Bryson, 2018). Moreover, it has been the point of convergence of numerous scholarly examination ventures and of in excess of dozen diaries in the market. Numerous academicians and specialists have made indispensable commitments in the various hypotheses just as practices of initiative, and after of broad exploration, the subject of leadership has risen as a genuine order. In any case, there is still arrangement about what administration really is. A large number of researchers and analysts concurred that administration is a mix of aptitudes and conduct which displays those abilities (Dewan & Squintani, 2018).

Leadership styles

Leadership, attributable to its crucial function in all the fields of life, has been concentrated broadly. Different models of administration have been proposed yet the hypothesis of "Incredible Man" gives an extraordinary viewpoint to the idea of initiative. The backers of this principle recommend that leaders are brought into the world not made. They have each one of those characteristics, which will take them to the way of initiative, in their hereditary cosmetics and that those attributes can't be gained. The other aspect of this hypothesis as is clear by the name "Incredible Man" rotates around the thought that has won for quite a while that no one

but men can be leaders which can be ascribed to the way that men have been running major illicit relationships from business to state issues, however things have been changing quickly in the course of recent many years. In any case, essentially, the hypothesis underlines that the attributes needed to be a leaders are natural and consequently, can't be educated (Fletcher, et al. 2019). Further knowledge into the subject of initiative gives us certain exceptional character characteristics that can assist us with grouping populace into two unmistakable classifications; the leaders and the supporters. As indicated by these investigations, a few people begin demonstrating certain personal conduct standards prior on in their carries on with that mirror their capability to turn into a leaders (Aybar & Marsap, 2018). Among those characteristics are being driven, objective arranged, energetic, predictable, definitive, sure, compassionate and versatile to different circumstance, to give some examples. Along these lines, if an individual shows comparative characteristics in their prior years, they are well on the way to go the vertical way and eventually be at the top-that is to turn into the leaders (Bernerth, et al 2018). Yet, chasing for the leaders by recognizing such attributes required normalization which would have been subjective instead of quantitative and consequently subject to a ton of inclination. In this way, the examinations those were done later, regarding the matter of administration, were focused on additional towards the mentalities of the leaders, as by they way they react to, break down and tackle different circumstances effectively and what ascribes made them rule the seat of accomplishment so individuals could be instructed to build up exactly the same credits that will make them leaders. Consequently, different conduct adjustment programs have been created in such manner (Boamah, et al 2018).

Transactional leadership styles

Another kind of initiative which has been broadly used to in hierarchical conduct considers is conditional leadership. Cai, et al (2018) who spearheaded the investigation of transactional leadership demonstrated that conditional leaders are the individuals who looked to persuade adherents by speaking to their personal circumstances. These leaders persuade subordinates to accomplish expected degrees of execution by helping them to perceive task duties, recognize objectives and create certainty about gathering wanted execution levels (Holm & Fairhurst, 2018). As indicated by Jiang, et al (2018), conditional leaders utilize three elements: (1) unforeseen prize (2) the executives by-exemption dynamic and (3) the board by-special case uninvolved. In unexpected prizes, leaders gives adherents material and mental prizes dependent upon the satisfaction of legally binding commitments. Kark, et al (2018) underscored that by giving unforeseen prizes, a value-based leader may rouse a sensible level of association, steadfastness, commitment and execution from subordinates. Then again, the board by-exemption is whereby the leaders is careful and guarantees that devotees satisfy foreordained guidelines. In the board by-exemption uninvolved, leaders mediates with devotees simply after resistance of guidelines has happened or when errors have occurred (Hansen & Pihl-Thingvad, 2018).

Lambert, et al (2018) showed that conditional leaders incline toward working inside the current framework or culture, will in general dodge hazard and depend on hierarchical prizes and disciplines to persuade representative execution. He depicts value-based leaders as cost benefit situated, where they center around compensating endeavors and guaranteeing that practices are up to desires (Kossek, et al 2018). Value-based initiative practices remember three components for the Multi-Factor Leadership Questionnaire. The primary factor is unexpected prize, which alludes to a trade arrangement among leaders and adherent. The other two elements are dynamic and uninvolved administration by special case. These are restorative initiative conduct. While in the dynamic structure, the leaders effectively screens subordinates' exhibition and remedies any missteps, in the uninvolved structure, the leaders doesn't screen yet trusts that mix-ups will occur and afterward makes a move. The representative can even now be locked in with the change usage not on the grounds that they need to but since they need to, likewise upheld by (Randel, et al 2018).

Transformational Leadership

Past examinations have continually detailed that ground-breaking leadership is more viable, gainful, imaginative, and fulfilling to supporters as the two players run after the

benefit of association pushed by shared dreams and qualities just as common trust and regard (Xu & Payne, 2018). This suggests ground-breaking leaders trusted in sharing of formalized force and all the more regularly practice the utilization of individual force. In a similar vein, other examination has drawn a qualification between credible ground-breaking administration and pseudo-ground-breaking initiative (Sy, et al 2018). It was discovered that pseudo-ground-breaking leaders would look for force and position even to the detriment of their adherents' accomplishments, accordingly their practices are conflicting and inconsistent (Yan, et al 2018).

Leaders receiving the ground-breaking style of administration support subordinates toward development and innovativeness in this manner new outcomes respects complex issues been investigated, (Covin & Slevin, 2017). As indicated by novel discoveries of Crosby & Bryson, (2018) in contemporary authoritative changes ground-breaking leaders is key work force as such kind of leaders have capacities to rehash structure of associations as per need, in spite of the fact that this thought is still to advance since hardly any associations know about center administration style. Dewan & Squintani, (2018) examined the connection between ground-breaking leadership, hierarchical trust, work fulfillment, and authoritative responsibility as seen by local officials and private area leaders in two Turkish public medical clinics. They likewise examined the impacts of ground-breaking leadership, authoritative trust, and occupation fulfillment on members' hierarchical commitment. Fletcher et al. (2019) is a major test is to adapt to the particular sort of aptitudes must be required in ground-breaking leaders albeit uncommon. While driving change, ground-breaking leadership offers more important headway. Ground-breaking leadership supports to pressure decrease and affirm more productive working. Determinants of ground-breaking initiative and subordinate responsibility to scrutinize change are emphatically related (Boamah, et al 2018). In an investigation of Aybar & Marsap, (2018) recommended inventiveness with impact ground-breaking administration components, have a sound relationship with advancement marvel of the association. On the other content, the examination of Bernerth, et al

(2018) adds to the comprehension of initiative through the system of corporate structure in more usage of ground-breaking bearings. Writing recommends the impacts of passionate knowledge and character attributes concerning ground-breaking administration properties which means the representative execution. The investigation of Cai, et al (2018) in Malaysian medical clinics shows that activity fulfillment among workers is influenced because of strengthening and ground-breaking leadership.

Charismatic leadership

Leaders with Charisma and the ones who spur their subordinates by accepting them as various and unique elements and satisfying their feelings are characterized as having (Holm & Fairhurst, 2018). The function of leaders in such circumstances is that of managers and that of officials. The leaders in such cases help their subordinates in building their capacities and execution. Leadership styles and worker work commitment are viewed as the basic variables for authoritative achievement and leaders are the most significant resource in an association. Along these lines, associations need to have effective leaders to lead and rouse their workers in their everyday tasks so they can accomplish the authoritative objectives (Jiang, et al 2018). Hierarchical commitment is how much a representative relates to the association and its objectives and he/she wishes to keep up an enrollment with association. Wong and Sohal (2002) depicted that the Concept of commitment had been taken, at first, in the writing of humanism and brain science (Kark, et al 2018). Administration is where top administrators have impact over others to manage them, unite connections in a gathering or association, make structure and encourage exercises (Hansen & Pihl-Thingvad, 2018). Authoritative responsibility is affected with the utilization of an association's administration control framework. A hierarchical administration control framework is an instrument or device-based way to deal with fabricate singular enthusiasm towards authoritative goals and systems (Lambert, et al 2018). Those workers who have a serious extent of hierarchical commitment are more averse to leave, act counter gainfully or be missing; yet rather, they are eager to share and make the penances that are required for the association to advance (Kossek, et al 2018).

Commitment

Commitment as a component of convictions about association is depicted by Randel, et al (2018). They characterize pledge to association as the general quality of the leaders' relationship with their association. As per their definition, authoritative commitment has three segments: a solid confidence in and acknowledgment of the association's objectives and qualities; a readiness to apply significant exertion for the benefit of the association; and a solid goal or want to stay with the association (Xu & Payne, 2018). Nonetheless, irregularities over the plans of authoritative commitment exist, as researchers have described the develop of hierarchical responsibility measurements in an unexpected way. For instance, C. O'Reilly and J. Chatman (1986) characterize hierarchical commitment as an idea comprising of three principle parts: arrangement related with a specific advantage, distinguishing proof related with a should be an individual from the association, and disguise apparent as representative's qualities ID with the association's qualities. Yan, et al (2018) stated that contrasts in researchers' meanings of authoritative responsibility measurements, plans and segments (Sy, et al 2018).

- **Affective commitment** as per Dewan & Squintani, (2018), is a passionate connection to an association where a worker "relates to and appreciates enrollment in the association." Thus, full of feeling commitment incorporates at any rate three measurements: advancement of an enthusiastic contribution with an association, distinguishing proof with an association, and a craving to remain its part.
- **Continuance commitment** is the second authoritative responsibility build characterized by Fletcher, et al. (2019) in light of H.S. Becker's (1960) side-wager hypothesis. It depends on the possibility that the ventures, or side wagers, a worker makes in an association, for example, time, work exertion, and the advancement of work kinships, association explicit abilities, and political arrangements, comprise sunk costs that decrease the allure of outer business choices (Aybar & Marsap,

2018). The worker feels constrained to focus on the association on the grounds that the money related, social, mental, and different expenses related with leaving are high. Bernerth, et al (2018) progressed the idea of duration responsibility as a type of mental connection to a utilizing association that mirrors how much an individual encounters a feeling of being secured in view of the significant expenses of leaving. This observation decides a representative's choice to remain in an association and spare the made advantage.

- **Normative commitment** is the third authoritative responsibility measurement related with a worker's feeling of obligation to remain in an association. Boamah, et al (2018) characterized regulating commitment as a worker's ethical responsibility that shows itself when have high promise to an association in view of moral explanation.

IV. RESEARCH METHODOLOGY

Examination research design was adopted in this study. Primary and secondary data were used to gather information for inference. The target population covers public sectors in Erbil. The motivation for choosing public sectors is because they constitute the administrative team of the government which determines the effectiveness of the government as an organization. Purposive sampling technique (non-probabilistic sampling technique) was used to choose the section from the populace. Out of the total population, 500 respondents remained chosen for the model size through the use of simple random sampling technique. A structured four Likert scale questionnaire was design to elicit information from the respondents. Content validity was adopted to ascertain the strength of the instrument designed for this study while the Cronbach's alpha of 0.76 showed the reliability of the questionnaire. Out of the 500 questionnaires administered 456 were found valid and used for the analysis. The revision used descriptive and inferential statistics to test the hypotheses.

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V. ANALYZING AND FINDINGS

Demographic Analysis

Table 1-Demographic Analysis

No	Item	Categories	Frequency	Percent
1	Gender	Male	331	72.6
		Female	125	27.4
2	Age	20-29	56	12.3
		30-39	108	23.7
		40-49	128	28.1
		50-59	128	28.1
		60-69	36	7.9
3	Education	High school	15	3.3
		Diploma	51	11.2
		Bachelor	218	47.8
		Master	117	25.7

As we can see in table (1), participants' demographic analysis starting from participants' gender, the findings showed that 331 males participated, and 125 females participated in this study. Regarding of participants' age, the findings showed that 56 participants are from age 29 to 3 9 years old, 108 participants are from age 30-39 years old, 128 participants are from 40-49 years old, 128 participants are from 50-59 years old and 36 participants are from 60-69 years old. Regarding of the participants' education, the findings showed that 15 participants with high school certificate, 51 participants with diploma certificate, 218 participants with bachelor and 117 participants with master's degree.

Table 2-Reliability Analysis

No	Items	Cronbach Alpha
1	Transformational Leadership	.764
2	Transactional Leadership	.750
3	Charismatic Leadership	.759
4	affective commitment	.773
5	continuous Commitment	.755
6	Normative Commitment	.761

Table (2) shows reliability test for six variables, starting from transformational leadership, the result showed that it was 0.764 which is reliable, regarding of transactional leadership, the results showed 0.750 it is also reliable, regarding of charismatic leadership, the results showed 0.759 it is also reliable, regarding

of affective commitment, the results showed 0.773 it is also reliable, regarding of continuous commitment, the results showed 0.755 it is also reliable, and finally regarding of normative commitment, the results showed 0.761 it is also reliable.

Table 3-Correlation analysis

Correlations		transformation	transaction	charismatic	effective	continous	normative
transformation	Pearson Correlation	1	.565**	.270**	.562**	.396**	.606**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	454	454	454	454	454	454
transaction	Pearson Correlation	.565**	1	.464**	.769**	.774**	.567**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	454	456	456	454	456	456
charismatic	Pearson Correlation	.270**	.464**	1	.477**	.867**	.659**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	454	456	456	454	456	456
effective	Pearson Correlation	.562**	.769**	.477**	1	.804**	.480**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	454	454	454	454	454	454
continous	Pearson Correlation	.396**	.774**	.867**	.804**	1	.626**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	454	456	456	454	456	456
normative	Pearson Correlation	.606**	.567**	.659**	.480**	.626**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	454	456	456	454	456	456
**. Correlation is significant at the 0.01 level (2-tailed).							

Table (3) shows the correlation analysis between variables, the results showed that the correlation between transformational leadership and affective commitment was .562** this means there is a positive correlation between transformational leadership and affective commitment, the correlation between transformational leadership and continuous commitment was .396** this means there is a positive correlation between transformational leadership and continuous commitment, , the correlation between transformational

leadership and normative commitment was .606** this means there is a positive correlation between transformational leadership and normative commitment, the correlation between transactional leadership and affective commitment was .769** this means there is a positive correlation between transactional leadership and affective commitment, the correlation between transactional leadership and continuous commitment was .774** this means there is a positive correlation between transformational leadership and continuous

commitment, , the correlation between transactional leadership and normative commitment was .567** this means there is a positive correlation between transformational leadership and normative commitment, the correlation between charismatic leadership and affective commitment was .477** this means there is a positive correlation between charismatic leadership and affective commitment, the correlation between charismatic leadership and continuous commitment was .867**this means there is a positive correlation between charismatic leadership and continuous commitment, the correlation between charismatic leadership and normative commitment was .659** this means there is a positive correlation between charismatic leadership and normative commitment.

Testing research hypotheses:

First hypothesis

Table 4- Regression Analysis (H1)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.093	.151		.615	.539
Transactional Leadership	.769	.039	.901	25.578	.000
a. Dependent Variable: Affective Commitment					

Table (4) shows simple regression analysis for testing hypothesis one, the result showed that the value of Beta is .901 this indicated that first research hypothesis is supported which is the relationship between transactional leadership and affective commitment.

Second hypothesis

Table 5-Regression Analysis (H2)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.377	.134		2.807	.005
Transactional Leadership	.774	.034	.899	26.067	.000
a. Dependent Variable: Continuous Commitment					

Table (5) shows simple regression analysis for testing hypothesis two, the result showed that the value of Beta is .899 this indicated that second research hypothesis is supported which is the relationship between transactional leadership and continuous commitment.

Third hypothesis

Table 6-Regression Analysis (H3)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.544	.229		2.376	.018
Transactional Leadership	.567	.059	.863	14.665	.000
a. Dependent Variable: Normative commitment					

Table (6) shows simple regression analysis for testing hypothesis three, the result showed that the value of Beta is .863 this indicated that third research hypothesis is supported which is the relationship between transactional leadership and normative commitment.

Fourth Research Hypothesis

Table 7-Regression Analysis (H4)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.912	.141		13.527	.000
Transformational Leadership	.509	.035	.562	14.453	.000
a. Dependent Variable: Affective Commitment					

Table (7) shows simple regression analysis for testing hypothesis four, the result showed that the value of Beta is .562 this indicated that fourth research hypothesis is supported which is the relationship between transformational leadership and affective commitment.

Fifth Research Hypothesis

Table 8-Regression Analysis (H5)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.579	.141		18.273	.000
	Transformational Leadership	.322	.035	.396	9.177	.000
a. Dependent Variable: Continuous Commitment						

Table (8) shows simple regression analysis for testing hypothesis five, the result showed that the value of Beta is .396 this indicated that fifth research hypothesis is supported which is the relationship between transformational leadership and continuous commitment.

Testing Sixth Research Hypothesis

Table 9-Regression Analysis (H6)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.310	.161		8.157	.000
	Transformational Leadership	.606	.040	.647	16.195	.000
a. Dependent Variable: Normative Commitment						

Table (9) shows simple regression analysis for testing hypothesis six, the result showed that the value of Beta is .647 this indicated that sixth research hypothesis is supported which is the relationship between transformational leadership and normative commitment.

Testing Seventh Research Hypothesis

Table 10 Regression Analysis (H7)

<table>
<tr><th colspan="7">Coefficients</th></tr>
<tr><th colspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th>t</th><th>Sig.</th></tr>
<tr><th></th><th></th><th>B</th><th>Std. Error</th><th>Beta</th><th></th><th></th></tr>
<tr><td>1</td><td>(Constant)</td><td>2.425</td><td>.133</td><td></td><td>18.288</td><td>.000</td></tr>
<tr><td></td><td>Charismatic Leadership</td><td>.396</td><td>.034</td><td>.477</td><td>11.546</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: Affective Commitment</td></tr>
</table>

Table (10) shows simple regression analysis for testing hypothesis seven, the result showed that the value of Beta is .477 this indicated that seventh research hypothesis is supported which is the relationship between charismatic leadership and affective commitment.

Testing Eighth Research Hypothesis

Table 11-Regression Analysis (H8)

<table>
<tr><th colspan="7">Coefficients</th></tr>
<tr><th colspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th>t</th><th>Sig.</th></tr>
<tr><th></th><th></th><th>B</th><th>Std. Error</th><th>Beta</th><th></th><th></th></tr>
<tr><td>1</td><td>(Constant)</td><td>1.380</td><td>.067</td><td></td><td>20.462</td><td>.000</td></tr>
<tr><td></td><td>Charismatic Leadership</td><td>.648</td><td>.017</td><td>.867</td><td>37.123</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: Continuous Commitment</td></tr>
</table>

Table (11) shows simple regression analysis for testing hypothesis eight, the result showed that the value of Beta is .867 this indicated that eighth research hypothesis is supported which is the relationship between charismatic leadership and continuous commitment.

Testing Ninth Research Hypothesis

Table 12-Regression Analysis (H9)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.417	.134		10.605	.000
	Charismatic Leadership	.646	.035	.659	18.683	.000
a. Dependent Variable: Normative Commitment						

Table (12) shows simple regression analysis for testing hypothesis nine, the result showed that the value of Beta is .659 this indicated that ninth research hypothesis is supported which is the relationship between charismatic leadership and normative commitment.

VI. CONCLUSION

The objective of the research is to examine the relationship between leadership styles and employees' organizational commitment. Regression was used to investigate the relationship between these two variables. The findings have indicated that transformational leaders are more able to bring in commitment in employees than transactional leaders. This study represents the theoretical and empirical research regarding leadership styles and organizational commitment in the manufacturing industry. There have been very few empirical research on organizational commitment in the manufacturing industry. Inevitably, this study has contributed to the growing body of research on antecedents to leadership styles and organizational commitment by examining the two important leadership styles and its impact on organizational commitment. It is believed that this study would have added value to the literatures on supervisors' leadership styles,

especially in the settings since there were limited literatures done on similar setting. Besides, in view of the fact that the supervisors and subordinates were mainly from local manufacturing companies, the results of the study are very similar to the traditional cultural descriptor of collectivism. The results showed that the strongest relationship is between relationship between transactional leadership and affective commitment, and the weakest relationship is between transformational leadership and continuous commitment.

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