

Conference Paper

The Implications of Transformational Leadership Styles, Organizational Commitments and Teamwork Performance Among Law Enforcement in Malaysia

Azmi Hj Mohd¹ and Khairun Nisa Mohd Arshad²¹Fellow School of Management, Asia e University, Wisma Subang Jaya, 47500 Subang Jaya, Selangor, Malaysia²Assistant Manager, Yayasan Pahang, Kompleks Yayasan Pahang, 26060, Kuantan, Pahang, Malaysia

Abstract

The purpose of this study is to examine and evaluate the implications of organizational commitment factors as a mediator of the relationship between transformational leadership styles and teamwork performance among law enforcement in Malaysia. Quantitative research design has been used which comprise a number of 254 support group of law enforcement officers in the Federal Territory of Putrajaya. Multiple regression analysis is used to evaluate the direct and indirect relationships of variables and study models. The two factors characteristic of the transformational leadership style are used as an independent variable in looking at the effectiveness of teamwork performance among law enforcement. The inspirational motivation and individual considerations have positive and significant relationships with teamwork performance. Organizational commitment is found to have a partial mediator that influenced the relationship between inspirational motivation and individual consideration in teamwork performance. The inspirational, motivational features and individualized considerations in the style of transformational leadership are necessary and emphasized in producing more productive and effective teamwork commitments and performance. This study presents the details of the implications of transformational leadership style characteristics on organizational commitment and teamwork performance in the context of law enforcement in Malaysia.

Keywords: law enforcement, transformational leadership, organizational commitment, teamwork performance

Corresponding Author:
Khairun Nisa Mohd Arshad
anis29@yahoo.com

Received: 5 August 2019
Accepted: 14 August 2019
Published: 18 August 2019

Publishing services provided by
Knowledge E

© Azmi Hj Mohd and Khairun Nisa Mohd Arshad. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the FGIC2019 Conference Committee.

1. Introduction

The criminal law enforcement and prevention efforts by law enforcement are a challenging and extremely challenging task. This task requires a strong working team and a high commitment to dealing with criminals (Beshears, 2015). Teamwork with high performance and commitment can help the organization achieve the goals and missions



that have been formed or framed (Manzoor, Hafizullah, Hussain & Ahmad, 2011). In another context, law enforcement requires leaders to improve their commitment and motivate them (Indrayanto, Burgess, Dayaram & Noermijati, 2013). The achievement of quality and service provided to the community by law enforcement is the result of how they see the services that have been given to them by leaders and organizations (Mohd, 2017; Murphy & Drodge, 2004). Discussions on leadership, especially in criminal justice agencies, have become a necessity because leadership qualities directly affect the quality of employees' achievements (Patiar & Wang, 2016; Haberfeld, 2006).

The importance of transformational leadership styles in law enforcement organizations is crucial. Dozens of years ago saw the interest of researchers to review the role of law enforcement. Among them, Silvestri (2007) study which found that leadership styles in the police have a significant role through the tendency, and critical thinking in bringing about changes to the organization. Law enforcement leaders also have a significant influence on their communities and organizations (Miller, Watkins, & Webb, 2009). Therefore, evaluating the leadership style in the law enforcement organization is desirable.

Leadership styles can affect the behavior of employees, job satisfaction, and work performance, which may also affect the level of organizational commitment (Patiar & Wang, 2016; Bass, 1985). Yiing, Zaman, and Ahmad (2009) have suggested leadership styles influencing organizational commitment and the outcome of such influence, and it affects the performance of workers. In this study also found that organizational commitment is a mediating factor between leadership style and worker performance. This study was supported by Patiar and Wang (2016) and Thamrin (2012), who found that transformational leadership styles have positively and significantly related to the work performance of workers and organizational commitment.

Law enforcement leaders can transform by encouraging subordinates to adapt to emotional orientation by establishing relationships within communities and organizations (Mohd, 2017). Drodge and Murphy (2002) found that "leaders in the police force have the potential to inspire and encourage a police officer to work towards goals that value society beyond the narrow constraints commonly found in the police."

The findings of previous studies showed a significant relationship between leadership style and organizational performance and teamwork in law enforcement abroad (Yang, Yen & Chiang, 2012; Murphy & Drudge, 2004; Dobby, Anscombe & Tuffin, 2004; Engel, 2003; Bass, Avolio, Jung & Berson, 2003; Bono & Judge, 2003; Engel, 2001), but it is difficult to find such studies in Malaysia, especially those involving various law enforcement agencies. Also, Densten (2003) found in his study that there

was a difference in leadership style with different implications in these law enforcement organizations.

Transformational leadership has also been shown to have a positive relationship with organizational commitment in organizing an organizational culture (Mohd Arshad, 2016; Khasawneh, Omari & Abu-Tineh, 2012) and job satisfaction (Walumbwa, Wang, Lawler & Shi, 2004). Additionally, the impact of transformational leadership on organizational commitment has been widely studied and has resulted in positive findings (Mohd Arshad, 2016; Yang et al., 2012; Ismail, Mohamad, Sulaiman & Yusuf, 2011; Dhawan & Mulla, 2011). These previous studies have supported the importance of transformational leadership in delivering excellent results on work performance not only in the organizations but also among law enforcement agencies in achieving a mission of criminal justice. Leaders who emphasize the transformational leadership style can create high-level work commitments among law enforcers in achieving effective job-prestige (Mohd, 2017).

There are previous studies suggesting that organizational commitment does not necessarily have a significant relationship with performance (Lok & Crawford, 1999; Angle & Lawson, 1994; Randall, 1990; Mathieu & Zajac, 1990). Tolentino (2013) found that the relationship between organizational commitment and work performance was different according to the categories of posts in the organization. Besides, previous studies have shown that organizational commitment and performance of employees are influenced by transformational leadership style characteristics (Patiar & Wang, 2016; Marnis Atmojo, 2012; Dumdum, Lowe & Avolio, 2002; Bass, 1998; Bass, 1996). However, the question arises whether the findings in the previous studies will produce the same insights or otherwise if applied or adapted to law enforcement organizations in Malaysia.

At this juncture, the lack of research was carried out to determine the relationship of transformational leadership style characteristics with organizational commitment and teamwork performance among law enforcement in the country. Law enforcement officers need management and organizational support to improve and enhance their commitment (Mohd, 2017; Vito, Suresh & Richards, 2011; Young & Dulewicz, 2009; Dick & Metcalfe, 2007) which in turn implies the performance of work. High work performance will contribute to the achievement of goals, mission, and vision of the organization and thus the level of public trust towards law enforcement and the integrity organizations will increase (Mohd, 2017).

This study is to look at and assess the level of a teamwork performance based on transformational leadership style characteristics of key law enforcement agencies in

Malaysia with organizational commitment factors as a mediating factor. The findings of this study:

1. May contribute to the theory of transformational leadership characteristics and organizational commitment theory as well as to deepen understanding of factors that can enhance the performance of teamwork among law enforcement.
2. Can be used as a comparison with previous studies that are not from the same industry or sector although involving the same variables.
3. Can also be used as a reference and guidance to formulate new approaches or strategies of other law enforcement organizations in achieving or predetermined their vision and mission.

2. Literature Review

2.1. Transformational Leadership And Team Work Performance

Leaders are required to determine and influence the commitment of workers (Che Omar, Mohd Arshad, Halipah, Yusuff, Abdullah & Mohd Rasli, 2017; Almutairi, 2016). Workers who experience satisfaction work with their leaders will cause them to remain engaged in organizational activities (Mohd Arshad, 2016; Stup, 2005). Ramachandran and Krishnan (2009) found that leadership styles were among the significant determinants of workers' commitment. When the goals of individuals in the team are aligned with the goals of the organization, then commitment to the organization will exist and thus create motivation and continue to stay with the organization. Furthermore, it has a positive impact on the performance of workers (Che Omar et al., 2017; Almutairi, 2016).

Leadership styles can affect the behavior of workers, job satisfaction, and work performance, which may also affect the level of organizational commitment (Che Omar et al., 2017; Bass, 1985). Yiing et al. (2009) have suggested that leadership styles influence the organizational commitment and the outcome of such influence; it affects the performance of workers. In this study also found that organizational commitment is the mediating factor between leadership style and worker performance. This study was supported by Rao and Kareem (2015) and Thamrin (2012) who found that transformational leadership styles positively and significantly related to the work performance of workers and organizational commitment.

Among recent research studies that analyze the influence of transformational leadership styles on organizational commitment, transformational leadership styles on employees' achievements and organizational commitment to the success of workers have been conducted by Che Omar et al. (2017) and Marnis Atmojo (2012). The findings show that there is significant influence between the transformational leadership style and organizational commitment of the workers. Through this study, it is recommended that transformational leadership styles encourage the trust of workers. The elements of trust are dependent on the expertise of leaders and the consistency of leaders. As a result, it seeks to improve the organizational commitment of workers. This research study found that there was a significant relationship between organizational commitment and the performance of workers. Another study by Tabassi, Roufechaei, Bakar, and Yusuf (2017) revealed that leadership plays a vital role in teamwork and productivity performance. Some studies also supported the finding where the transformational leader is important to promote team effectiveness (Chi & Huang, 2014; Wang, Oh, Courtright, & Colbert, 2011).

There is also some previous empirical literature that supports the findings of transformational leadership, organizational commitment, and work performance of workers. In experimental studies, there was evidence that there was a significant impact on the followers' commitment in the organization and the performance of the results of the transformational leadership style (Barling, Weber & Kelloway, 1996). Transformational leadership style relationships with individual personal performance, such as job satisfaction, work performance, and commitment were also described in some previous studies (Indrayanto et al., 2014; Yiing et al, 2009; Chen, 2004; Dumdum et al., 2002; Fuller, Patterson, Hester & Stringer, 1996; Bycio, Hackett & Allen, 1995).

All of these studies have confirmed positive relationships between transformational leadership style components and individual personal performance for job satisfaction, individual and teamwork performance, and the commitment of employees and teams (Mohd, 2017). Transformational leadership style components can produce high levels of trust and loyalty if leaders respect and have confidence in their followers. High trust and loyalty will show the willingness of his followers to work more firmly in the event of an organization facing problems or difficulties (Mohd, 2017).

However, the relationship of organizational commitment as a mediator of transformational leadership style and teamwork performance, especially among key law enforcement in Malaysia is difficult to determine. This is because it is difficult to find a study focusing on key law enforcement in viewing and evaluating the extent of

the influence of organizational commitment and teamwork performance based on the dimensions of transformational leadership style.

Based on the literature highlighted, the following hypotheses are suggested: H1. Transformational leadership has a significant influence on teamwork performance. In the context of the transformational leadership style, it refers to two dimensions of inspirational motivation and individual consideration. Therefore, those dimensions will be used in regression tests; the hypotheses for the dimensions are as follows:

H1a: Inspirational motivation has a significant relationship with teamwork performance.

H1b: Individualized consideration has a significant relationship with teamwork performance.

2.2. Transformational Leadership and Organizational Commitment

The transformational leadership style can bring a change of attitude and build and give a personal impact on the commitment of the workers (Herold, Fedor, Caldwell & Liu, 2008). This leadership-style concept strives to create a high level of personal commitment not only leaders but also to their followers towards achieving a shared vision, extraordinary mission, and organizational goals and thus affecting the commitment of its followers (Chiun Lo, Ramayah & Min, 2009). Past studies have proven that transformational leadership produces positive relationships with organizational commitment in various forms of organization and culture (Che Omar et al., 2017; Mohd, 2017; Mohd Arshad, 2016; Khasawneh et al., 2012). A study by Kim (2014) in Korea which involved in public sectors and also in a large conglomerate (Joo, Yoon & Jeung, 2012) also showed a positive relationship between these two variables.

Transformational leadership affects the commitment of the followers of his organization by applying intellectual simulations, encouraging his followers to think critically through the use of new approaches, involving his followers in the decision-making process (Avolio, Zhu, Koh & Bhatia, 2004), inspiring loyalty as well as recognizing and appreciating the needs which vary each of his followers to build their personal potential (Walumbwa & Lawler, 2003). They (leaders) encourage their followers to take on the challenge and take greater responsibility and reward them with additional efforts that lead to a high commitment to the organization (Wayne, Liden, & Sparrowe, 2000). Two meta-analyses have been reiterated that transformational leadership is positively associated with work success, such as satisfaction, commitment, and work performance (Dumdum et al., 2002). In another study conducted in Singapore on

professionals, it was found that transformational leadership was significantly correlated with the commitment of workers based on the sample taken (Lee, 2008). However, some previous studies have failed to establish the relationship between leadership style and organizational commitment (Savery, 1991; Hampton, Dubinsky & Skinner, 1986; O'Reilly & Roberts, 1978). In summary, not all dimensions of transformational leadership style have implications for organizational commitment.

2.3. Organizational Commitment and Teamwork Performance

Commitment to the team can be translated through the willingness of members in assisting other members of the team and further improving the performance of teams and organizations in achieving the goals set forth (Chukwudi, 2014; Ooko, 2013). The commitment of individuals in the team can change as there are new learning opportunities and skills amongst other individuals in the team and thus have a positive impact on the self-productivity and teamwork (Jiang, 2010). In another study, Irefin and Ali Mechanic (2014) found that organizational commitment by workers was highly correlated with organizational performance. Riketta (2002) emphasized that the performance of work success was the result of the commitment of the workers.

According to Ntayi, Rooks, Eyaa, and Qian (2010), the overall performance of a project is the result of the commitment function of each individual involved in the project. However, there are also past studies that have different findings between organizational commitment and performance. The findings in a study by Tolentino (2013) show that organizational commitment has a minimal relationship with work performance. Tolentino (2013) also found that the relationship between organizational commitment and work performance varies by category of organization. While, a study by Von Bonsdorff, Janhonen, Zhou & Vanhala (2014) in a small-sized company in the Finnish retail trade revealed that the organizational commitment partially mediated the relationship between team and company performance.

Hence, the second hypothesis for this study is:

H2: Organizational commitment has a significant relationship with teamwork performance.

2.4. Transformational Leadership, Organizational Commitment and Teamwork Performance

Leadership style can affect the behavior of employees, job satisfaction, and work performance, which can also affect the level of organizational commitment (Che Omar et al., 2017; Bass, 1985). Yiing et al. (2009) have suggested that leadership styles influence the organizational commitment and the outcome of such influence and affect the performance of workers. In this study also found that organizational commitment is the mediating factor between leadership style and worker performance. This study was supported by Thamrin (2012), who found transformational leadership styles have a positive and significant relationship with the work performance of workers and organizational commitment.

The latest research study, which analyzes the influence of transformational leadership style on organizational commitment, transformational leadership style towards the achievement of workers and organizational commitment to the success of workers have been conducted by Che Omar et al. (2017) and Marnis Atmojo (2012). The findings showed that there is significant influence between the transformational leadership style and organizational commitment of the workers. Through this study, it is recommended that transformational leadership styles encourage the trust of workers. The elements of trust are dependent on the expertise of leaders and the consistency of leaders. As a result, it seeks to improve the organizational commitment of workers. This research study found that there was a significant relationship between organizational commitment and the performance of workers (Che Omar et al., 2017; Marnis Atmojo, 2012).

In an experimental study, there is evidence that there is a significant impact on the commitment of followers in the organization and the performance of the results of the transformational leadership style (Barling et al., 1996). Transformational leadership style relationships with individual personal performance, such as job satisfaction, work performance, and commitment are also described in some previous studies (Indrayanto et al., 2014; Yiing et al., 2009; Chen, 2004; Dumdum et al., 2002; Fuller et al., 1996; Bycio et al., 1995). All of these studies have confirmed positive relationships between transformational leadership style components and individual personal performance for job satisfaction, individual and teamwork performance, and the commitment of employees and teams.

However, the relationship of organizational commitment as a mediating factor between transformational leadership style and teamwork performance, especially

among key law enforcement in Malaysia is difficult to determine. This is because it is difficult to find a study focusing on key law enforcement in viewing and evaluating the extent of the influence of organizational commitment and teamwork performance based on the dimensions of transformational leadership style.

Hence, the third hypothesis for this study is:

H3: Organizational commitment mediates the relationship between transformational leadership and teamwork performance.

Specifically, when the transformational leadership style is seen in two dimensions, that is the inspirational motivation and individualized considerations, then the hypotheses used are as follows:

H3a: Organizational commitment mediates the relationship between inspirational motivation and teamwork performance.

H3b: Organizational commitment mediates the relationship between individualized consideration and teamwork performance.

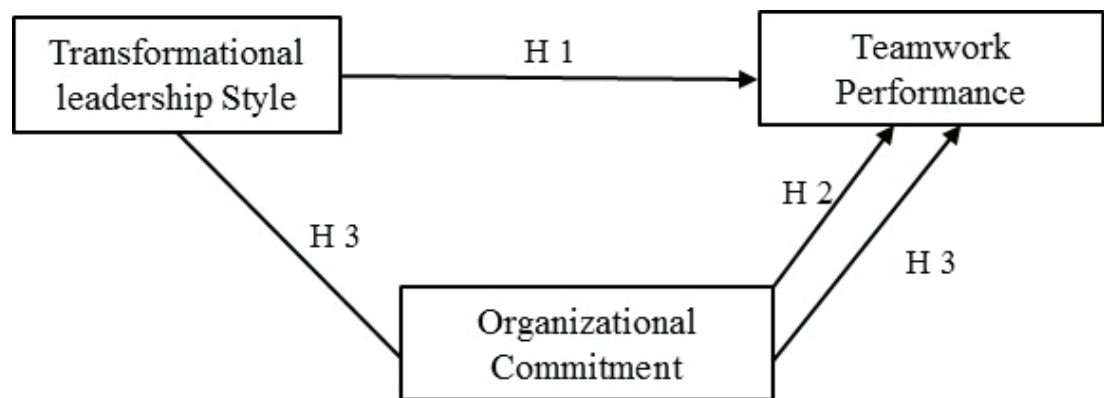


Figure 1: Research Framework.

The research framework underpinned by theories adapted from Yukl's leadership model theory, Rusbult exchange theory, and Belbin's role-theory.

3. Methodology

For this study, the form of quantitative research is used. Anderson, Sweeney, and Williams (2004) suggest that quantitative methods can determine an idea or concept better than any other alternative. This method also enables researchers to measure and control variables. According to William (2007), quantitative methods can be used to answer questions about the relationship between measurable variables and aim to explain or predict these relationships.

The questions are divided into four sections, each one will be answered by the respondent. The first part measures the style of transformational leadership that contains matters relating to the two-dimensional adaptation, that is; inspirational motivations and individualized considerations all of which contains six questions developed by Bass and Avolio (2000). The second part measures the organizational commitment variable and contains six questions developed by Meyer and Allen (1997). The third part measures the performance of teamwork, which consists of 9 questions. Teamwork performance was measured on a subjective basis by looking at individual assessments in the team for the success of leadership styles based on Multiple Leadership Questionnaire (MLQ) developed by Bass and Avolio (2000, 2004). The fourth part contains questions about the individual demographic information and where the respondents are on duty.

TABLE 1: Research Measurement.

Variables	No. of items	Likert Scale	Source
Transformational Leadership	6	5	Bass and Avolio (2000,2004)
Organizational Commitment	6	5	Meyer & Allen (1997)
Teamwork Performance	9	5	Bass and Avolio (2000,2004)

Multiple regression analysis was performed to determine the effects of inspirational motivation, individualized consideration, and organizational commitment to teamwork performance among law enforcement. The simple regression analysis for this study was done to determine the effect of organizational commitment variables on teamwork performance among law enforcement. Moreover, ultimately, mediating regression tests were conducted for hypothesis testing H3a and H3b aimed at testing the effect of mediation presence, organizational commitment to the relationship between the dependent variable of teamwork performance among law enforcement and independent variables of transformational leadership (inspirational motivations and individualized considerations).

4. Results

Factor analysis is performed on all items that measure the dependent variables (teamwork performance), independent variables (transformational leadership), and mediating variables (organizational commitment). The findings from the factor analysis show that the two constructs of teamwork performance and organizational commitment did not change. This means that the original dimension in each construct is maintained before

and after factor analysis is done. The regression analysis summary of inspirational motivation, individualized consideration, and teamwork, performance with organizational commitment is as follows:

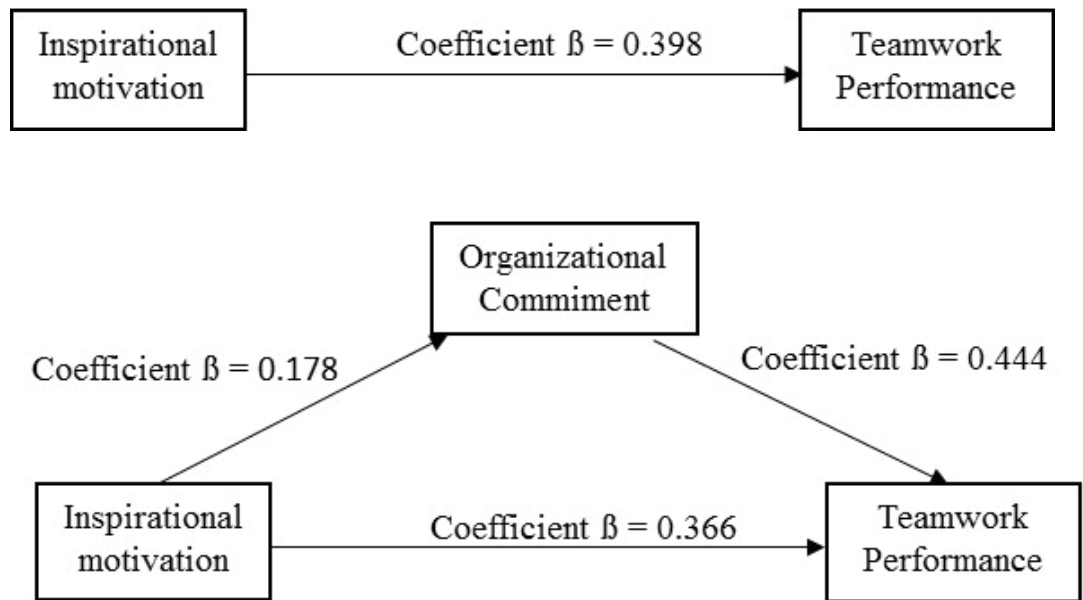


Figure 2: Summary of Regression Analysis of Mediating Effect for Inspirational Motivation, Organizational Commitment, and Teamwork Performance .

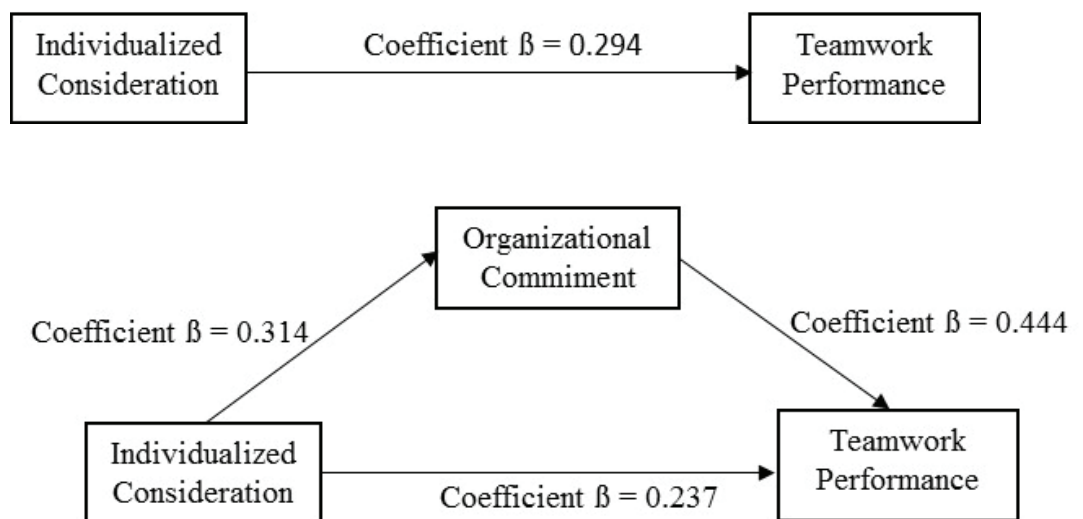


Figure 3: Summary of Regression Analysis of Mediating Effect for Individualized Consideration, Organizational Commitment, and Teamwork Performance.

From the regression analysis used by Baron and Kenny (1986), and also adapted from Rucker, Preacher, Tormala & Petty (2011), multiple regression analysis can easily answer the objective of the study and to test the hypothesis of the study.

TABLE 2: Summary of Hypothesis Result.

Hypothesis	Statements	Result
H1a	Inspirational motivation has a significant relationship with teamwork performance.	Accepted
H1b	Individualized considerations have a significant relationship with teamwork performance.	Accepted
H2	Organizational commitment has a significant relationship with teamwork performance.	Accepted
H3a	Organizational commitment mediates the relationship between inspirational motivation and teamwork performance	Accepted
H3b	Organizational commitment mediates the relationship between individualized consideration relationships and teamwork performance.	Accepted

5. Discussion

The findings of this study are consistent with Che Omar et al. (2017) and Marnis Atmojo (2012) who look at the expertise of leaders and consistency of leaders and their impact on improving the organizational commitment of workers. The study also found that there was a significant relationship between organizational commitment and the performance of workers. There are several other studies that have produced similar findings with this study, including Yiing et al. (2009); Chen (2004); Dumdum et al. (2002) and Barling et al. (1996).

From the findings of the statistical analysis of this study, it is clear that the increased of organizational commitment can improve the performance of workers (Che Omar et al., 2017; Che Omar, 2016, Jaramillo, Mulki & Marshall, 2005), but the key factor in organizational success is attributed to leadership style factors. Leadership capabilities and abilities are an important factor in achieving employee satisfaction and commitment in improving work success (Mohd, 2017; Mohd Arshad, 2016; Mosadeghard, 2003).

The finding of this study is also seen in parallel with the view of Densten (2003), that there is a difference in leadership style with different implications in law enforcement organizations. The Densten (2003) study also supported the views of some of the earlier studies that failed to demonstrate the relationship between leadership style and organizational commitment (Savery, 1991; Hampton et al., 1986; O'Reilly & Roberts, 1978).

However, the result of this study shows that it is different from the result of the study, which has been suggested by Indrayanto et al. (2014) on law enforcement in Indonesia. Through this study, transformational leadership does not show direct influence on the work performance of law enforcement. Nevertheless, it is noted that commitment is a mediating factor for transformational leadership and work performance among law enforcement.

6. Conclusion and Implications

Organizational commitment and teamwork performance in this study are influenced by inspirational motivation and individualized considerations in transformational leadership. Both of these factors are seen to play an essential role in transforming the behavior of subordinate staff. When the behavior of workers is transformed, it can directly affect the organization's performance (Hoxha, 2015). This is in line with Trmal, Bustamam, and Mohamed (2015) views that transformational leadership is an effective leadership style as it can lead to changes in individual behavior towards achieving organizational goals. This combination of dimensions in transformational leadership can motivate subordinate staff at a deep level and high levels of inspiration (Tharnpas & Boon-itt, 2015; Verissimo & Lacerda, 2015). This high level of motivation and inspiration can create the maximum success of teamwork and teamwork performance of subordinates.

Acknowledgement

The authors would like to acknowledge the encouragement, support, and inspiration received from our organizations; Asia e University and Yayasan Pahang. Special thanks also go to our supervisor, Professor Dr. Rosli Mahmood and the organizers of the FGIC 2nd Conference on Governance & Integrity 2019.

References

- [1] Almutairi, D. O. (2016). The mediating effects of organizational commitment on the relationship between transformational leadership and job performance. *International Journal of Business and Management*, 11(1), 231-241.
- [2] Anderson, D. R., Sweeney, D.J. & Williams, T. A. (2004). *Quantitative methods for business*. Mason, OH: Thomson.
- [3] Angle, H. L, & Lawson, M. B. (1994). Organizational commitment and employees' performance ratings: Both type of commitment and type of performance count. *Psychological Report*, 75, 1539-1551.
- [4] Avolio, B. J. Zhu, W., Koh, W. & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25, 951-968.

- [5] Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- [6] Bass, B. M. (1996). *A new paradigm of leadership: An inquiry into transformational leadership*. Alexandria, VA: U. S. Army Research Institute for the Behavioral and Social Sciences.
- [7] Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- [8] Bass, B. M. & Avolio, B.J. (2000). *Multifactor Leadership Questionnaire (2nd.ed.)*. Redwood City, CA: Mind Garden.
- [9] Bass B. M. & Avolio, B. J. (2004). *Improving Leadership Effectiveness through Transformational Leadership*. California, USA 7: Sage.
- [10] Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88 (2), 207–218.
- [11] Barling, J., Weber, T., & Kelloway, E.K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81, 827–832.
- [12] Baron, R.M. & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- [13] Beshears, M. (2015). *Know how to avoid team works pitfalls*. Retrieved from In Public Safety website: inpublicsafety.com/2015/08/know-how-to-avoid-teamwork-pitfalls/
- [14] Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leadership. *Academy of Management Journal*, 46, 554-571.
- [15] Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessment of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80, 468-478.
- [16] Che Omar, R., Mohd Arshad, K. N., Halipah, A., Yusuff, A. S., Abdullah, M. A., & Mohd Rasli, M. A. (2017). Forming Transformational Leadership Style And Affective Commitment To Service Quality at Malaysian Private Universities: The Mediating Role Of Leadership Communication. *Journal of Governance and Integrity*, 1(1), 31-53.
- [17] Che Omar. (2016). *Hubungan antara tanggapan kepimpinan, komunikasi kepimpinan dan komitmen terhadap perkhidmatan kualiti di kalangan staf pentadbiran IPTS di Malaysia*. Unpublished Doctoral (DBA) dissertation. Universiti Utara Malaysia.

- [18] Chen, L. Y. (2004). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Journal of American Academy of Business, Cambridge*, 5(1/2), 432-438.
- [19] Chi, N.-W., & Huang, J.-C. (2014). Mechanisms linking transformational leadership and team performance: The mediating roles of team goal orientation and group affective tone. *Group & Organization Management*, 39(1), 1–26.
- [20] Chiun Lo, M. Ramayah, T., & Min, H. (2009). Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. *African Journal of Marketing Management*, 1 (6), 133-139.
- [21] Chukwudi, D. (2014). *The impact of teamwork on organizational productivity*. Retrieved from <http://nairaproject.com/projects/522>.
- [22] Densten, I.L. (2003). "Senior police leadership: does rank matter?". *Policing International Journal of Police Strategies & Management*, 26 (3), 400- 418.
- [23] Dhawan, V. & Mulla, Z. R. (2011). The role of pay and leadership in developing organizational commitment. *South Asian Journal of Management*, 18 (2), 60-75.
- [24] Dick, G. & Metcalfe, B. (2007). The progress of female police officers: An empirical analysis of organisational commitment and tenure explanations in two UK police forces. *International Journal of Public Sector Management*, 20 (2), 81-100.
- [25] Dobby, J., Anscombe, J., & Tuffin, R. (2004). *Police leadership: Expectations and impact*, (UK Home Office Online Report 20/04), London: Home Office.
- [26] Drodge, E.N. & Murphy, S. A. (2002). Interrogating emotions in police leadership. *Human Resource Development Review*, 1 (4), 420-438.
- [27] Dum Dum, U. R., Lowe, K. B. & Avolio, B. J. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead*. Oxford: Elsevier Science
- [28] Engel, R. S. (2001). Supervisory Styles of Patrol Sergeants and Lieutenants. *Journal of Criminal Justice*, 29 (4), 341–355.
- [29] Engel, R. S. (2003). *Influence of Supervisor Style on Patrol Officer Behavior*. Washington, DC: National Institute of Justice.
- [30] Fuller, J. B., Patterson, C. E. P., Hester, K., & Stringer, D. Y. (1996). A quantitative review of research on charismatic leadership. *Psychological Reports*, 78, 271–287.
- [31] Haberfeld, M. R. (2013). *Police leadership: Organizational and managerial decision-making process (2nd Ed.)*. Upper Saddle River, NJ: Pearson Education, Inc.

- [32] Hampton, R., Dubinsky, A. J., & Skinner, S. J. (1986). A model of sales supervisor leadership and retail salespeople's job-related outcomes. *Journal of the Academy of Marketing Science*, 14, 33-43.
- [33] Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employee's commitment to a change: A multilevel study. *Journal Applied Psychology*, Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/18361637>.
- [34] Hoxha, A. (2015). Empowerment and trust as mediators of the relationship between transformational leadership and organizational effectiveness. *European Journal of Economic & Political Studies*, 8 (1), 43-60.
- [35] Indrayanto, A., Burgess, J., & Dayaram, K. (2014). A case study of transformational leadership and para-police performance in Indonesia. *Policing: An International Journal of Police Strategies & Management*, 37 (2), 373-388.
- [36] Irefin, P., & Ali Mechanic, M. (2014). Effect of employee commitment on organisational performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *IOSR Journal of Humanities and Social Sciences*, 19 (3), 33-41.
- [37] Ismail, A., Mohamed, H.A., Sulaiman, A. Z., Mohamad, M. H. & Yusuf, M. H. (2011). An empirical study of the relationship between transformational leadership, empowerment and organizational commitment. *Business and Economics Research Journal*, 2 (1), 89-107.
- [38] Jaramillo, F., Mulki, J. P., & Marshall, G.W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: Twenty-five years of research. *Journal of Business Research*, 58, 705-714.
- [39] Jiang, X. (2010). How to motivate people working in teams. *International Journal of business and Management*, 5 (10), 223.
- [40] Joo, B., Yoon, H. J., & Jeung, C. (2012). The effects of core self-evaluations and transformational leadership on organizational commitment. *Leadership & Organization Development Journal*, 33, 564 – 582. <https://doi.org/10.1108/01437731211253028>.
- [41] Khasawneh, S., Omari, A., & Abu-Tineh, A.M. (2012). The relationship between transformational leadership and organizational commitment. The case for vocational teachers in Jordan. *Educational Management Administration & Leadership*, 40, 494-508.
- [42] Kim, H. (2014). Transformational leadership, organizational clan culture, organizational affective commitment, and organizational citizenship behavior: A case of South Korea' s public sector. *Public Organization Review*, 14, 397 – 417. <https://doi.org/10.1007/s11115-013-0225-z>

- [43] Lee, J. (2008). Effects of leadership and leader-member exchange on innovativeness. *Journal of Managerial Psychology*, 23 (6), 67-687.
- [44] Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership and Organization Development Journal*, 20 (7), 365-373.
- [45] Manzoor, S. R., Hafizullah, Hussain, M., & Ahmad, Z. M. (2011). Effects of teamwork on employee performance. *International Journal of Learning and Development*, 1 (1), 110-126.
- [46] Marnis Atmojo (2012). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International Research Journal of Business Studies*, 5 (2), 113-128.
- [47] Mathieu, J. E., & Zajac, D. M. (1990). A review and meta – analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108 (2), 171-194.
- [48] Meyer, J., & Allen, N. (1997). *Commitment in the workplace*. Thousand Oaks, CA: SAGE Publications.
- [49] Miller, H. A., Watkins, R. J., & Webb, D. (2009). The use of psychological testing to evaluate law enforcement leadership competencies and development. *Police Practice and Research*, 10 (1), 49-60.
- [50] Mohd Arshad, K. N. (2016). *Hubungan di antara tanggapan gaya kepimpinan, budaya organisasi dan pelaksanaan TQM di agensi kerajaan negeri Pahang*. Unpublished Doctoral (DBA) dissertation. Universiti Utara Malaysia.
- [51] Mohd, A. (2017). *Gaya kepimpinan transformasional, komitmen organisasi dan prestasi kerja berpasukan dalam kalangan penguatkuasa undang-undang di Malaysia*. Unpublished Doctoral (DBA) dissertation. Universiti Utara Malaysia
- [52] Mosadeghard, A. M. (2003). The role of participative management (suggestion system) in hospital effectiveness and efficiency. *Research in Medical Sciences*, 8 (3), 85-89.
- [53] Murphy, S., & Drodge, E. (2004). The four I's of police leadership: A case study heuristic. *International Journal of Police Science and Management*, 6 (1), 1-15.
- [54] Ntayi, J. M., Rooks, G., Eyaa, S., & Qian, C. (2010). Perceived project value, opportunistic behaviour, interorganisational cooperation, and contractor performance. *Journal of African Business* 11 (1), 124-141.

- [55] O'Reilly, C. A., & Roberts, K.H. (1978). Supervisor influence and subordinate mobility aspirations: Moderators of consideration and initiating structure. *Journal of Applied Psychology*, 63 (1), 96-102.
- [56] Ooko, P. A. (2013). *Impact of teamwork on the achievement of targets in organisations in Kenya: A case of SOS children's villages, Eldoret*. Doctoral dissertation, University of Nairobi.
- [57] Patiar, A., & Wang, Y. (2016). *The effects of transformational leadership and organizational commitment on hotel departmental performance*. *International Journal of Contemporary Hospitality Management*, 28(3), 586–608. doi:10.1108/ijchm-01-2014-0050
- [58] Randall, D. M. (1990). The consequences of organizational commitment: Methodological investigation. *Journal Organizational Behavior*, 11, 361-378.
- [59] Rao, A. S., & Kareem Abdul, W. (2015). Impact of transformational leadership on team performance: an empirical study in UAE. *Measuring Business Excellence*, 19(4), 30–56. doi:10.1108/mbe-07-2014-0022
- [60] Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23, 257–266.
- [61] Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass* 5 (6), 359-371.
- [62] Savery, L. K. (1991). Perceived and preferred styles of leadership: Influences on employee job satisfaction. *Journal of Managerial Psychology*, 6 (1), 28-32.
- [63] Silvestri, M. (2007). Doing Police Leadership: Enter the "New Smart Macho". *Policing & Society*, 17 (1), 38-58
- [64] Stup, R. E. (2005). *Human resource management and dairy employee organizational commitment*. The Pennsylvania State University, Pennsylvania.
- [65] Tabassi, A. A., Roufechaei, K. M., Bakar, A. H. A., & Yusof, N. (2017). Linking Team Condition and Team Performance: A Transformational Leadership Approach. *Project Management Journal*, 48(2), 22–38. doi:10.1177/875697281704800203
- [66] Thamrin, H. M. (2012). The influence of transformational leadership and organizational commitment on job satisfaction and employee performance. *International Journal of Innovation, Management and Technology*, 3 (5), 566-572.
- [67] Tharnpas, S., & Boon-itt, S. (2015). A study of CEO transformational leadership, organizational factors and product innovation performance: Scale development and a theoretical framework. *International Journal of Innovation Science*, 7 (2), 107-125.

- [68] Tolentino, R. C. (2013). Organizational commitment and job performance of the academic and administrative personnel. *International Journal of Information Technology and Business Management*, 15 (1), 51-59.
- [69] Trmal, S. A., Bustamam, U.S.A., & Mohamed, Z.A. (2015). The effect of transformational leadership in achieving high performance workforce that exceeds organizational expectation: A study from a global and Islamic perspective. *Global Business & Management Research*, 7 (2), 88-94.
- [70] Vito, G., Suresh, G., & Richards, G. (2011). Emphasising the servant in public service: The opinions of police managers. *International Journal of Police Strategies and Management*, 34 (4), 674-686.
- [71] Von Bonsdorff, M. E., Janhonen, M., Zhou, Z. E., & Vanhala, S. (2014). Team autonomy, organizational commitment and company performance – a study in the retail trade. *The International Journal of Human Resource Management*, 26(8), 1098–1109. doi:10.1080/09585192.2014.934881
- [72] Walumbwa, F. O., & Lawler, J.J. (2003). Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviors in three emerging economies. *International Journal of Human Resource Management*, 14, 1083-1101.
- [73] Walumbwa, F. O., Wang, P., Lawler, J. J., & Shi, K. (2004). The role of collective efficacy in the relation between transformational leadership and work outcomes. *Journal of Occupational and Organizational Psychology* 77, 515-530.
- [74] Wang, G., Oh, I.-S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223–270
- [75] Wayne, S. J., Liden R. T., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407-416.
- [76] William, C. (2007). Research Methods. *Journal of Business & Economic Research*, 5 (3), 65-71.
- [77] Yang, L., Yen, H., & Chiang, Y. (2012). A framework for assessing impacts of leadership competency on police project performance: Mediating role of job satisfaction and moderating role of project type. *Policing: An International Journal of Police Strategies & Management*, 35 (3), 528-550.
- [78] Yiing, L. H., Zaman, K., & Ahmad, B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational

commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30 (1), 53-86.

- [79] Young, M., & Dulewicz, V. (2009). A study into leadership and management competencies predicting superior performance in the British Royal Navy. *Journal of Management Development*, 28 (9), 794-820.