

Study on the Influence of Leadership Style on Employee's Organizational Commitment

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Abstract. Talent is the core competitiveness of an enterprise, how to retain talent, inspire their creative, exert its advantages for the enterprise to bring profit maximization and value appreciation. It has always been the focus of enterprises and scholars. A great number of studies have shown that organizational commitment has an important impact on employees' attitudes, thoughts and behaviors, and leadership style is also an important variable which affects the organizational commitment of employees. Through the questionnaire survey, the statistical software SPSS24.0 empirical analysis of the collected data shows that there is a positive correlation between the style of leadership and the commitment of the employee and the correlation with the employee's normative commitment is not significant; The established leadership is negatively correlated with the employee's emotional commitment and normative commitment, but it is not significant with the continuous commitment.

1. The Statement of Question

This paper focuses on the factors that influence the organizational commitment, and the learners initially focus on the individual characteristics of the employee, such as gender, age, and academic qualifications, and then focus on organizational and environmental factors such as job characteristics, environment, organizational structure and so on. Individual factors are formed by the individual's personality traits and acquired learning accumulation and are not easily changed by external forces. It is very important to explore the organizational and environmental factors that affect the organization's commitment. The organization can take corresponding measures to change the organizational characteristics and the environment and improve the staff. Organizational commitment to reduce employee turnover and turnover tendencies, and even produce organizational citizenship that is conducive to the organization. Employees in the organization in the form of team or department to complete the task, which leaders to employees to convey organizational culture and values, arrangements for work and put forward specific requirements, the leadership style of a greater impact on subordinates.

Existing literature on the impact of leadership style on organizational commitment of qualitative research, but research respectively determined type of leadership style and care type of leadership style on organizational commitment and the influence of each dimension is less, and there is no comparison of the effects of two kinds of leadership style. The purpose of this paper is to study the



impact of two styles of leadership on organizational commitment and its dimensions, and to compare the role of leadership styles.

2. Research Design

2.1. Research Variable Definition

2.1.1. Leadership style variable. Leadership style variables mainly from the perspective of leadership style, that is, regular and caring of these two dimensions. This study is used well-known Hemphin and Coon proposed double-structure theory in the academic community, namely two-dimensional model. The regular leadership style refers to the leader is mainly to work-oriented, more concerned about the production, work tasks; and caring leadership style refers to the leader is mainly employee-oriented.

2.1.2. Organizational Commitment Variables. There are many scholars at home and abroad, and the explanations are given from different perspectives. This paper mainly adopts the three-factor theory of organizational commitment proposed by Meyer.J.P (1991), namely, emotional commitment, continuous commitment and normative commitment. The three theories of organizational commitment are familiar to future researchers and are widely used in practice

2.2. Research Hypothesis

According to the previous literature review, it can be known that the ruler-type refers to the leader, who generally knows the relationship between the subordinate and the subordinate, and pays attention to the accomplishment of the task, so as to realize the organization's goals and interests. Type and caring leader mostly focus on employees, pay more attention to the employee's feelings and opinions, and work together at a lower level is a very trusted subordinate, the subordinate relationship is very harmonious. But determined leadership clearly divided their boundaries with employees, clear level is poor, let employees know their identity, cannot skip steps, communication between the staff and leadership is less, and to adopt care type leadership style enables employees to feel the care more from the organization, employees may be more willing to service for the enterprise, therefore, for the organization of the scores of emotional is relatively higher, on the contrary, if the determined type of leadership style, makes employees feel less from the organization's concern, in the case of other conditions unchanged, relative emotional loyalty to the organization will lower. At the same time, leadership style has certain influence on employee organizational commitment. Based on this theoretical premise, the following hypotheses were proposed:

H₀: Careful leadership style is positively related to employee organizational commitment

H₁: The regulated leadership style is negatively related to the employee's organizational commitment.

3. The Empirical Analysis

3.1. Sample Description Analysis

3.1.1. Source of Sample Data. The collection of sample data mainly through random sampling, the use of questionnaire software and field interviews with a number of small and medium enterprises in Hainan Province, employees to investigate, in considering the basic characteristics of the survey, the basic part of the questionnaire designed on the basic information about the staff Title, such as the gender of the staff, age, education, personal work experience. In this study, 120 questionnaires were distributed, and the questionnaires were returned according to the principle of invalid removal. The valid questionnaires were removed and 102 valid questionnaires were available. The questionnaire effective rate was 85%.

3.1.2. *The basic characteristics of the sample.* After analysis the data from 102 questionnaires, the basic information of the sample in Table 1 below, Including gender, age, education level, and work experience.

Table 1. Sample characteristics

	Content	Frequency	Proportion (%)
Gender	A、male	35	34.31%
	B、Female	67	65.69%
Age	A、23 Below	38	37.25%
	B、24-30	48	47.06%
	C、31-37	11	10.78%
	D、38-44	1	0.98%
	E、Over 45	4	3.92%
Education Level	A、Junior High School Below	13	12.75%
	B、Junior High School	19	18.63%
	C、Senior High School	3	2.94%
	D、Junior College	37	36.27%
	E、Undergraduate	30	29.41%
Work Experiences	A、Below 1 Year	34	33.33%
	B、1 Year	15	14.71%
	C、1-3 Year	16	15.69%
	D、3-5 Year	20	19.61%
	E、5-10 Year	6	5.88%
	F、Over 10 Year	11	10.78%
Workplace	A、Production Position	8	7.84%
	B、Technical Position	16	15.69%
	C、R & D position	1	0.98%
	D、Management position	13	12.75%
	E、Sales Position	13	12.75%
	F、Other	51	50%
Enterprise Scale	A、Medium-sized Enterprises	48	47.06%
	B、Small Enterprises	54	52.94%

3.2. Reliability Analysis of the Scale

Reliability is a measure of reliability, stability and consistency of the results. Cronbach's Alpha coefficient is a measure of reliability, and the larger the reliability, the higher the reliability. In general, the Alpha coefficient of 0.9 or higher indicates that the reliability is very high; If above 0.8, the explanation is acceptable; If the coefficient is only achieved, it indicates that the scale has value but

there are certain problems that need to be revised before it can be used. Below 0.7 indicates that you should give up.

3.2.1. Reliability Analysis of Leadership Style Scale

Table 2. Leadership’s Cronbach’s Alpha

Cronbach’s Alpha	Based on standardized projects Cronbach’s Alpha	Number of Items
.850	.853	9

The Cronbach's alpha coefficient in the questionnaire is 0.850 greater than the standard value of 0.7, and the Cronbach's alpha coefficient based on the standardized project is 0.853, indicating that the questionnaire is worthy of the title style 7-15. The questionnaire is well designed.

3.2.2. Reliability Analysis of Organizational Commitment Scale

Table 3. Organization Commitment’s Cronbach’s Alpha

Cronbach’s Alpha	Based on standardized projects Cronbach’s Alpha	Number of Items
.752	.761	11

This table reflects the organizational commitment of 16 to 26 questions, the Cronbach’s Alpha coefficient of 0.752 greater than the standard 0.7, can be considered in this questionnaire, the organization can be used to assess the title 16-26, the credibility of the general, the questionnaire is basically credible.

3.3. Correlation and Regression Analysis

The variable correlation analysis and regression analysis is aimed to find the degree of correlation between the variables and the change of one or several variables the specific impact of another variable.

3.3.1. Correlation Analysis Between Variables. Statistical software SPSS24.0 was used to analyze the correlation and correlation between the sample data. The correlation coefficient and the Pearson coefficient are mainly used to show the correlation between them. When the coefficient P is 0, the explanation is irrelevant. When the Pearson coefficient is close to -1 or +1, then the more closely the correlation between variables. The main significance of using the correlation coefficient P is to test whether there is a correlation between the leadership style and the organizational commitment.

Table 4. correlation analysis between caring leadership style and organizational commitment

Caring and emotional commitment	Correlation	0.278	Care and normative commitment	Correlation	0.096	Care and Sustained Commitment	Correlation	0.149
	Significant (two-tailed)	0.005		Significant (two-tailed)	0.341		Significant (two-tailed)	0.136
	Degrees of freedom	99		Degrees of freedom	99		Degrees of freedom	99

Table 5. correlation analysis of the regulatory leadership style and organizational commitment

Stereotypes and emotional commitment	Correlation	0.583	Specification and normative commitment	Correlation	0.277	Fixed and continuous commitment	Correlation	0.289
	Significant (two-tailed)	0.000		Significant (two-tailed)	0.005		Significant (two-tailed)	0.003
	Degrees of freedom	99		Degrees of freedom	99		Degrees of freedom	99

From the above analysis, we can get the correlation coefficient between the style of leadership and emotional commitment $P=0.278$, positive correlation; the correlation coefficient between care type and normative commitment $P=0.096$, positive correlation; correlation coefficient with continuous commitment $P=0.149$, positive correlation. Similarly, the correlation coefficient between the regulated leadership style and the emotional commitment, the normative commitment and the continuous commitment is 0.583, 0.277 and 0.289 respectively, but also have positive correlation, but from their significance, the stereotyped leadership style and emotional commitment There is no significant difference, and there is a significant correlation between the stereotyped leadership style and the employee's organizational commitment, as opposed to the salient leadership style and the organizational commitment of the staff.

In a word, from the correlation analysis, the prediction hypothesis has achieved considerable effect and the correlation between the leadership style and organizational commitment of small and medium-sized enterprises has been found.

3.3.2. Regression Analysis of Variables. According to the correlation analysis of the above part, we can see that there is a lot of correlation between the variables, but the correlation analysis can only reflect whether there is a correlation between the factors, including positive or negative correlation, and the relationship between the level, but itself can't explain Causal relationship between factors. Regression analysis is the method of researching the degree of influence of one or several variables on the specific influence of another variable, and the linear relationship between the variables is presented. So the following continue the regression analysis of variables.

Table 6. Regression Analysis of Caring Leadership Style and Organization Commitment

Model1	Coefficient ^a				Adjusted R	F value
	B value	Standard error	t	sig		
(Constant)	17.04	2.658	6.401	0.000	0.067	8.242
a. Dependent variable: Emotional Commitment (Care)	0.352	0.123	2.871	0.005		
(Constant)	6.383	1.214	5.257	0.000	0.001	1.065
b. Dependent variable: Normative Commitment (Care)	0.058	0.056	1.032	0.305		
(Constant)	8.56	1.728	4.954	0.000	0.016	2.692
c. Dependent variable: Continuous Commitment (Care)	0.131	0.080	1.641	0.104		

The regression analysis of the above caring leadership style and organizational commitment shows that the value of F is positive, indicating that the regression effect is considerable. Look from the adjusted R square, emotional commitment and normative commitment, continuous commitment and care for the value of the type of leadership style is positive, and the corresponding showed that different degree of care, 6.7%, 0.1% and 1.6% respectively, further explained the enterprise to employees concern degree is generally low; But in terms of significance, their significance is not in the range of 0.01 to 0.05, so it is significant.

Table 7. Regression Analysis of Regulatory Leadership Style and Organizational Commitment

Model2	Coefficient ^a					Adjusted R	F value
	B value	Standard error	t	sig			
(Constant)	11.312	1.960	5.771	0.000			
a. Dependent variable: Emotional commitment (Regulation)	0.560	0.081	6.927	0.000	0.317	47.977	
(Constant)	4.704	1.009	4.661	0.000			
b. Dependent variable: Normative commitment (Regulation)	0.124	0.042	2.969	0.004	0.072	8.817	
(Constant)	6.842	1.437	4.760	0.000			
c. Dependent variable: Continuous commitment (Regulation)	0.191	0.059	3.224	0.002	0.307	10.396	

From the above regulatory leadership style and organizational commitment to the regression analysis, we know that the F between them are positive, indicating that the regression effect is considerable. From the adjusted R side, the emotional commitment, the normative commitment, the continuous commitment and the standard type of leadership style are positive, and correspondingly indicate the different degree of regulation, respectively, 31.7%, 7.2% and 30.7%, further interpretation the degree of concern for production is high; similar to the previous analysis of relevance. But from the point of view of prominence, the significant probability of the whole is almost close to the range of 0.01-0.05, except for the significant probability that the regular and emotional commitments are zero, so they are very strong.

Z_1 is a caring leadership style; Z_2 is a regulatory leadership style; Y_1 is a emotional commitment; Y_2 is a normative commitment; Y_3 is a continuous commitment. $Z=Z(Y_1, Y_2, Y_3)$.

$$Z_1=17.04a+8.56c+ 0.352Y_1+0.131Y_3 \quad (1)$$

$$Z_2=11.312a+4.704b+6.842c+0.56Y_1+0.124Y_2+0.191Y_3 \quad (2)$$

From the above correlation analysis and regression analysis, it can be seen that the established leadership style has a strong influence on the organizational commitment of employees.

4. Research summary and management Suggestions

4.1. Research summary

4.1.1. *Test hypothesis.* There is a correlation between leadership style and organizational commitment. There is a positive correlation between caring leadership style and organizational commitment, and there is a negative correlation between the style leadership style and organizational commitment.

4.1.2. A Summary of the Impact of Leadership Style on Employee Organizational Commitment.

Through the correlation analysis and regression analysis above, it can be seen that there is a negative correlation between the normative leadership and the employee's emotional commitment and normative commitment, and the correlation with the employee's continue commitment is relatively small. Careful leadership is positively correlated with employee's emotional commitment and continued commitment, but is not relevant to the employee's normative commitment. The use of caring leadership will make the employee's emotional commitment and sustained commitment relatively high, using the type of leadership, will make the staff's emotional commitment and sustained commitment is relatively reduced.

This study also suggests that leadership style correlation exists between organizational commitment and employee, whether directly or indirectly, the relationship between positive or negative relationship between, leadership style will be in a certain extent affect employee for the organization's emotional commitment and normative commitment and continuance commitment. This is consistent with previous research on human resources. According to the analysis results, employees are more concerned about the subordinates' concerns. Contact with the staff is the most direct superior leadership, although the staff for the organization of a kind of perception, may be affected by other environment, but the main or affected by superior leadership.

4.2. Management Suggestion

In order to improve the overall quality of leaders, leaders should not only have professional skills and high quality, but also have a good mentality and handle the relationship with employees. Through research and development, employees' understanding of leadership quality is more about whether leaders care about employees and whether they respect employees' thoughts or not. Employees can feel the leadership of the care and respect, can feel from the organization's concern, such as employee to enterprise's organizational commitment are high. It is recommended that promoted departments in the organization should consider except the leader's basic ability, it should consider more about the leadership style, leadership, including attitude towards subordinates will concern subordinates and respect the opinion of the subordinates, and so on.

As a leader should consider changing the leadership style, suitable to strengthen the style of caring leadership, and more respect to subordinates, and actively create a harmonious atmosphere, so that employees have a sense of belonging to the enterprise, in the usual work form a mutual respect, mutual concern. The organization of the atmosphere, encourage a harmonious organizational culture, encourage employees to speak more, and communicate more to staff, understand the staff's ideas, and encourage employees to actively express their views and suggestions to take the staff's correct comments and suggestions, so that employees can feel more from Superior respect and concern, so as to the organizational commitment of the staff will be higher, and reduce staff turnover rate, then retain the outstanding staff for the enterprise.

The research shows that organizational support plays a mediating role between leadership style and organizational commitment. Therefore, leaders can take appropriate measures to improve the organization's support in the process of management. Regardless leadership style is adopted. It is helpful to enhance the organizational support of the employee, thereby enhancing the employee's emotional commitment, normative commitment, and continued commitment.

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