

## MOTIVATION AFFECT THE ORGANIZATIONAL COMMITMENT OF ROYAL MALAY REGIMENT PERSONNEL

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**Abstract:** Malaysian Armed Forces divided into three services, namely the Malaysian Army, Royal Malaysian Navy and the Royal Malaysian Air Force. Royal Malay Regiment (RMR) is the main infantry unit in the Malaysian Army. RMR are highly emphasized the organization commitment by educate officers and other ranks such as training, workplace facilities and adequate work motivation. This is because personnel will quickly decide to quit early, leave their job, drug abuse and bullying other personnel and etc. The objective for this study is study determinesthe relationship between the leadership style and recognition with organization commitment amongRMR personnel. The quantitative research method by distributing questionnaires was used to obtain feedback on 120 respondents who were sampled for this study. This study uses a questionnaire that contains several questions on leadership style, recognition and organization commitment. The data were analysed using Statistical Package for Social Science (SPSS) version 25 and Smart Partial Least Squares (PLS) version 3.2.8. The findings showed a significant relationship between leadership style and recognition with organization commitmentamong RMR. This study found that the leadership style and recognition among RMR were positive related to the organization commitment, meaning that the personnel of RMR feel more loyal to their leader. The RMR may consider additional factors influencing RMR instructors to commit to RMR programmes in future work. This research is also a valuable resource for leader who wish to enhance their training. By helping them to avoid the longstanding problem of leader discontent in the country, it can be employed to help ensure that they continue to enjoy their careers.

**Keywords:** Organizational Commitment, Leadership style and Recognition

### 1. Introduction

The level of commitment to the organization among the personnel of Malaysian Armed Forces, must be emphasized, especially to maintain the peace and sovereignty of Malaysia. Malaysian Armed Forces divided into three services, namely the Malaysian Army, Royal Malaysian Navy and the Royal Malaysian Air Force. These Royal Malay Regiment (RMR) are highly emphasized to achieve job satisfaction required as a coach to educate officers and other ranks such as training, workplace facilities and adequate work motivation. This is because personnel will quickly decide to quit early, leave a job, abuse other personnel and so on. Royal Malay Regiment (RMR) is the main unit of Malaysian Army infantry. Most likely, the RMR consist of 26 battalions. Currently, three battalions are parachute trained and are part of the Malaysian Army Rapid Deployment Force. Two battalions have been converted into mechanized infantry battalions while the remaining battalions are standard light infantry. The RMR consist of 26 battalions, 21 are infantry battalions, with two roles as mechanized infantry and three as parachute infantry. The last battalion is a support unit. First Battalion RMR acted as the ceremonial battalion to the Yang di-Pertuan Agong, and is usually accompanied by the Central Band of the RMR. As the name suggests, the regiment was performing by the Malay ethnic only. Furthermore, the officers were commissioned by the *Seri Paduka Baginda Yang DiPertuan Agong*. They were commissioned into the trades from several schemes, namely, officer's cadet, graduate officers, cadets who graduated from the Malaysian Defense University and professional duty officers. The other ranks are not commissioned. The rank of Corporal (or equivalent) is known as a Non-Commissioned Officer (NCO) and the ranks of Sergeant and above (or equivalent), are known as Senior Non-Commissioned Officers (SNCO). (Ministry of Defense, 2020)

Work commitment can create many negative attitudes in the workplace and become a factor of work motivations influencing the level of employee commitment to the organization. Every military role involves going above and above the demands, expectations, and requirements of the role. Then, the soldiers have to go above and beyond. Among the qualities that define a soldier, two crucial aspects are loyalty and devotion, which can be seen in how they exhibit bravery and resolve even when circumstances are at their worst. The way military personnel function has definitely changed due to these situations. The primary obstacle with operating military personnel is to understanding how the soldiers communicate and organize themselves in the stressful, high-demand situations they confront. In combat situation, either they are successful in life or death. They aren't getting any extra income or bonuses, which is why they can't earn any more money through hard work. Soldiers have certain professional talents, which they develop from a core set of individual abilities which may be built into a team. This reflects a personal and individual military competence that develops into being able to work well with others. Individuals

who go above and beyond their responsibilities by taking on work that wasn't required, offering innovative ways to enhance operational processes, and providing assistance to their colleagues and commanders in their various job-related responsibilities. They help to the efficient operation of the company since they are voluntarily unselfish. According to Ismail & Daud (2014), they believe that employee performance emerges as a result of a social exchange relationship that the employee has with the organization. Allen and Meyer (1996) made this finding and also identified the relationship between organizational commitment and employee turnover. Soldiers with a strong dedication to their organization are likely to battle for their country's sovereignty. The dedication of the people in the military helps to improve its productivity and retention of key talent, and hence the long-term success of the organization. The main objective is to determine the relationship between the leadership style and recognition with organization commitment.

## 2. Literature Reviews

### Maslow's Need Hierarchy Theory

Maslow's Need Hierarchy Theory posits that in order to be productive, employees must satisfy five needs, which include Maslow's own needs hierarchy. It is first necessary to cover the most basic demands, and then proceed to a higher standard of living. The hierarchy has five basic needs: physiological, safety, social, esteem, and self-actualization. Needs which includes a few necessities like protection and love (esteem, and self-actualization). Human motivation in general was the subject of the Hierarchy of Needs Theory's early stages. Growing up in an environment where needs are not addressed will make an individual less healthy and well-adjusted, according to Maslow the theory and its ideas can be employed in organizational settings, and as such have been used in study to explore the connection between employee motivation and satisfaction. When organization have perks such as an acceptable salary and bonuses, they do more than satisfy employees' physiological needs, they get the employees motivated. Companies can help people achieve their safety goals by offering them good job security or a safe working environment. It concluded that for organizations wishing to foster job happiness, satisfying employees' basic requirements first should be prioritized before targeting the goal. (Gulluce et al, 2016; Mohamed Abdulaziz & Muhammad Hasmi, 2020; Sajjad et al, 2016).

### Organizational Commitment

Organizational commitment can be defined as a person's desire to stay with the organization i.e. a psychological bond between employees and the organization (Norhaily et al, 2021; Mohamed Abdulaziz Z. & Muhammad Hasmi, 2020; Mbuthia, 2016; Noraazian & Khalip, 2016). Commitment as a strong individual desire to remain a member of an organization despite the opportunity to change jobs. Sarwar (2015), organizational commitment and job satisfaction are closely related to intention to leave the organization. There are three types of organizational commitment, namely the affective commitment where employees have an emotional bond with the organization in other words, they themselves willingly want to be in the organization. The continuance commitment is a continuance commitment which refers to a situation where an individual feel that they will lose more things than gain if they leave the organization. The loss is such as prestige, income, friendship or loss of social activity. The normative commitment where an individual feels the need to continue to be in the organization for a number of reasons. Usually because of a sense of responsibility to the organization. This sense of responsibility is derived from the morals, ethics and integrity that exist in the individual. In the context of this study, organizational commitment focuses on three dimensions of commitment, namely affective commitment, continuous commitment and normative commitment and is measured based on the level of employee commitment to the organization where he works. (Yahaya & Ebrahim, 2016; Taştan & Davoudi, 2019)

Organizational commitment is the impact that employees have on their involvement and identification with their organization (Allen & Meyer, 1996). it is considered the employee's feelings about their company. Also, organizational commitment as having the capacity to make difficult decisions in order to stay with the company, as well as having an implicit belief in its authority. It is apparent that there are many various facets to organizational commitment, including (a) accepting the goals of the organization, (b) being motivated to act in support of the group, and (c) feeling driven to become part of the. In additions, organizational commitment means an employee's feelings and actions that arise out of analyzing their company's beliefs and priorities. Employees are more likely to remain committed to their jobs if they have strong personal interactions and work environment.

According to Inderjit et al, (2019), organizational commitment can be defined as a feeling of membership in the organization and a desire to identify with it for the purpose of making it more effective. Organizational commitment is a complex and multifaceted concept. Allen and Meyer (1996) research on relationship between

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organizational behavior and its affective, continuation, and normative components and created the idea of organizational commitment, emotional attachment, perceived costs, and behavior norms. Someone who is driven by powerful emotions will stick around, because he wants to. The employee is duty-bound to stick with the organization and therefore holds a continuation commitment, but he sees other jobs as an option and is thus governed by a normative commitment. Also, as noted by Park (2008), committed employees are highly valued organizational assets. Also, it's critical for a company to strengthen its employees' organizational commitment, as this would help them to be more satisfied in their jobs and more productive.

For the affective commitment, people with more affective commitment have a personal attachment to the organization (Allen & Meyer, 1996). An individual who is really into the company stays because he has a strong desire to. Emotional commitment to the job and organization comes with attachment to a worker's unique feelings. A worker who loves his job is known to have a better work ethic. Employees who are highly dedicated to their organization like to stay. Employees have a positive emotional tie to their company when they identify with it and want to further its objectives (Inderjit, 2019). Then, for the normative, organizations stay committed to those in charge, who feel an obligation to do so. It is able to work as a repayment for previously promised benefits or as repayment for any costs that the company has incurred through its operations. Thus, it necessitates the reciprocal commitment. Higher normative commitment employees are more likely to stick with their organization because they feel obligated to do so to stay with the company is called normative commitment. Serving the organization is something people feel compelled to do, regardless of having better prospects elsewhere else. Lastly for the Continuance commitment, if an employee left his company, the opportunity cost would go up, which is known as continuance commitment. It could be because he thinks his opportunities elsewhere would be worse. A high continuation commitment is said to stay in the organization for financial reasons (Miao et al., 2013). He looked at the perks and drawbacks of continuing or quitting the organization (Norhailiyet al., 2021). To summaries, continuous commitment is predicated on the cost of quitting the company (due to the high cost of leaving). Length of employment, career happiness, and intent to depart affect continuation commitment.

Findings by Inderjit et al, (2018), the research proved that Senior Non-Commissioned Officers (SNCO) job performance is linked to leadership styles. Although these two factors had a positive link, the connection is not significant. Additionally, the study concluded that there was a strong correlation between organizational commitment and job success. The commitment of the organization does not play a mediating role. These findings will help the Malaysian Army explore why transactional leadership is critical for SNCO. The SNCO need help working on their deficiencies and strong points in their job performance, which can be found in military theories. Doctrine has to be updated to keep up with the modern soldiers' requirements, and especially Y-Generation recruits. In the Malaysian Army, the combat support corps' SNCO were studied for their work performance. A more extensive study is required to examine how SNCO contribute to different army corps. Research should also be undertaken on the views of SNCO of JNCO, with a focus on how they feel about their subordinates, to establish how they work together and the best ways to keep them motivated. This is significant because it will serve as the pool of future middle managers, who will thereafter head their units. For an additional example, research can be done on SNCO to identify their leadership style, organizational commitment, and work performance based on their perception of their commanders in the following three categories.

In military, middle level commanders have an influence on the level of organizational commitment that's placed on work performance. The mid-level officers of the Malaysian Army are the SNCO. Middle managers in the middle command structure serve as a bridge to higher management because that's how military organizations are organized (Inderjit et al, 2019). SNCO in the military have an essential function in the Armed Forces since they enforce instructions and directives from commissioned officers and other SNCOs above them (Canadian National Defense, 2009). In addition, they have a duty beyond simply following orders because they are in charge of various other enlisted soldiers in combat training. Due to service-centric needs and combat trainings, both SNCOs and JNCOs' education and training on people management, leadership style, and professional abilities while also ensuring that service centric standards are met (Malaysian Army, 2007). The finding for his study shows that SNCOs in the Malaysian Army show a significant positive association between normative and affective commitment and work performance in the setting of organizational commitment. But nevertheless, the conclusion was that SNCOs in the Malaysian Army are most responsive to normative commitment, in accordance with the chain of command, over affective and continuity commitment. A key goal of this research is to improve understanding of how organizational commitment influences troops, especially in the context of the Malaysian military. Soldiers are determined to carrying out their duties as prescribed. Though this may not be an explicit part of their duty, soldiers commonly execute extra jobs in addition to their primary duties. The soldiers follow orders and command lawfully given to them by their commanders.

Rahman et al, (2019), in their study, the results obtained show that there is a relationship between transformational leadership style and job satisfaction on organizational commitment among MAF Center of Excellence coaches. The results of this study have contributed to the field of knowledge related to leadership style, job satisfaction and organizational commitment among MAF Center of Excellence trainers. The new findings of this study can also be used as a guide to the MAF Center of Excellence, MAF Education Department and then the Ministry of Defense Malaysia or those related to the field of military education to further improve the quality of education, especially in the MAF. Therefore, the MAF needs to take care of the welfare of MAF staff, especially the MAF Center of Excellence coaches so that they continue to be satisfied with their jobs and can give a firm commitment to the MAF so that the MAF continues to excel and be highly praised, especially among the Malaysian community and in the eyes of the world.

Zolkifli Othman and JegakUli, (2014), approach in strengthening dedication to the military services of the Royal Signals Corp and its military principles was inspired by the transformational leadership style. Employees are granted a generous pension upon retirement to compensate for their comparatively meagre salary, therefore making their jobs more rewarding and promoting employee retention. Based on the evidence, it is evident that affective organizational commitment can influence employees' job satisfaction by mitigating the effect of transformational and transactional leadership that is now in the unit. Constant disregard by the leaders of the Royal Signals Corp's military branch will erode employee happiness. It is shown by the results of the research that subordinate work satisfaction has a mediating influence in the relationship between transformational and transactional leadership styles and organizational commitment. Military commanders that are effective in their leadership styles positively influence the overall employee job satisfaction and hence devote them to the organization. Therefore, the greater the support the soldiers of the Royal Signals Corp have from their higher-ups, the more their satisfaction will increase since they can better do their tasks, thereby helping the Army complete its duties more effectively jobs and tasks assigned to subordinates by the unit and the leader were completed within the timeframe. For the Royal Signals Corp to benefit from its employees' motivation, all of these issues must be sustained and strengthened.

### **Leadership style**

A lot of research was done to investigate the relationship between leadership and organizational commitment (Addis & Samuel, 2020; Ajay & Ramjee, 2013; Hong et al, 2016). Studies have concentrated on transactional and transformational leadership, with little research done on visionary leadership. Transformational leadership is about how leaders relate to their employees. The leader boosts the followers' desire to grow. Transactional leadership is dependent on the leader-to-follower transaction. Rachid (1994) conducted research to analyses the correlation between organizational commitment and the styles of leadership as viewed by employees. Differences between the public and private sectors were also looked at by the researcher. A worker's dedication is affected by their leader's style. The results of this research suggest that is the case. The most critical factor in the public sector is an approach to leadership that has flexibility and adaptability, since it results in a greater sense of commitment from the public workforce. The study's results can be linked to bureaucratic behavior in the public sector, according to the researcher.

A key component of creating and sustaining work environments that enhance employee performance is the ability to comprehend how leadership style effects employee behavior (Hong et al., 2016). According to researchers, executives who employ different leadership styles correlate with employees who feel more committed to their companies. The researchers found that leadership approaches contribute to organizational commitment. Previous studies found that leaders' leadership styles have a positive association with organizational commitment. A few other studies concluded that transformational leadership was, to a far greater extent, positively influencing organizational commitment than transactional leadership (Inderjit et al, 2019, Mohamed Abdulaziz& Muhammad Hasmi, 2020;Norhaily et al, 2021; Rahman et al, 2019). The studies determined that there is a strong correlation between leadership styles and organizational commitment. other researchers achieved various outcomes. Transformative leadership positively relates to organizational commitment and work satisfaction, while transactional leadership and laissez-faire leadership have an impact on the same metrics.

Wan Norhayati Wan Othman, et al (2020), job motivation and transformative leadership styles impact organizational commitment at the Center of Excellence. This study has been useful in learning more about motivational work and organizational commitment among MAF trainers in the Center of Excellence. This study's findings could serve as a resource for the MAF Center of Excellence, the MAF Education Department, and eventually the Ministry of Defense Malaysia, or relevant organizations that help establish a better education strategy within the military. To remain committed to the cause, MAF needs to treat the organization's members notably trainers at the Center of Excellence well. The trainers' satisfaction with their work must be ensured, so that

they may give a strong commitment to MAF, particularly among Malaysians and the global community. In addition, it is important for leaders to change the style of leadership they have been using, to the transformational style, which has a positive impact on the commitment of MAF trainers at the Center of Excellence. Looking at additional things that might impact MAF trainers, especially those at the Center of Excellence, and what their motivation is, should be examined for future research. This study's results will provide information to the Commanding Officer on how to lead his trainers with coordinated leadership style and work motivation to influence and increase work commitments and satisfaction so that the employee-centric and enjoyable to work in. One cannot follow the path of training as an ordinary career. The best instructors alone should teach soldier and be able to train others.

**H1:** There is a significant relationship between leadership style and organizational commitment

### **Recognition**

The recognition that an employee receives is honoring their accomplishments and taking note of their accomplishments. Recognition can come in the form of both formal and informal programs, and it aids the company's strategic goals by encouraging behavior e.g., outstanding achievement that bolsters overall organization success. Employee contributions are instantly recognized following the achievement of specified goals or predetermined performance levels that are anticipated of the employee. In day-to-day interactions, informal recognition is present, and formal acknowledgement is involved in written correspondence. The awards can be of several types e.g., from verbal recognition, trophy, certificate, plaque and dinner (Mbuthia, 2016). This recognition consists of a formal post-event behavior showing gratitude or acknowledgement to someone who is desired behavior, effort, or results that support the organization's aims and values.

Recognition-based rewards, such as a bonus or promotion, are more motivating to workers than cash-based rewards, but they also observed that the organization stands to save money with this kind of incentive because the organization doesn't have to compensate employee in cash. Eisenberger (2001) argues that employees are more likely to show increased dedication to their company when their accomplishments are noticed and rewarded. To be consistent with this notion, a friend's or family member's positive evaluation of one's efforts makes that individual feel more confident in accomplishing their tasks. Several forms of recognition assist individuals in developing more dedication to the organization. (Norhaily et al, 2021; Yahaya & Ebrahim, 2016)

There is variation in job satisfaction, and it depends on the promotion type, as well as the accompanying benefits (Sajjad et al, 2016). He addressed that someone who is promoted based on performance would be more satisfied than someone who was promoted on seniority alone. The degree of pleasure depends on how much the promotion benefits the employee, which influences how much the employee values that advantage. The flattening of organizations in the past two decades, along with fewer opportunities for promotions within organizations, has given rise to a positive work environment where employees are given encouragement, support, and chances to develop intellectually and learn new skills.

**H2:** There is a significant relationship between recognition and organizational commitment

### **3. Methodology**

In this research, the quantitative research method was employed to achieve the objectives of the study. In quantitative research, descriptive analysis was performed to determine the frequency and mean of the data, and correlation analysis is to determine the relationship between dependent variables and independent variables. For the research design, a structured questionnaire survey study design was used to obtain data from the respondents. The population of this study is the personnel of the RMR a total of 120 officers and other ranks. Self-administered questionnaires from previous validations were used to collect data from respondents. The enlisted questionnaire consists of 33 indicators which is included the three questions of demographic of respondent, 10 indicators measuring organizational commitment, 10 indicators measuring leadership style, 10 indicators measuring recognition. Respondents had to answer the questions by having a five-point Likert scale consisting of very disagree (1), disagree (2), not sure (3), agree (4) and strongly agree (5). Firstly, the researchers asked permission from the Malaysian Army HQ for approval to conduct a survey of academic research at the unit for which they were elected, such as RMR. After obtaining feedback and consent, the researcher handed over the questionnaire to the respondents after briefing them on the topic and objectives of the study. Besides, respondents were assured of the confidentiality of their feedback to obtain more accurate results. After completing the questionnaire, the researchers collected the questionnaire personally. A total of 120 questionnaires were distributed, and all the sets of questionnaires were returned, showing a response rate of 100%. Statistical Package for the Social Sciences

(SPSS) version 25 was used to obtain respondents' demographic data and SmartPLS version 3.2.8 to test the hypotheses of this study.

#### 4. Findings and Discussions

Table 1 shows the demographic analysis of the respondents. For the distribution of respondents according to the to rank, the number of respondents consisting of Officers is 12.5% (N = 15) respondents, and 87.5% (N = 105) respondents consisting of Other Ranks. In terms of the distribution of respondents according to the length of service, the findings show that respondents less than 5 years are 29.2% (N = 35) respondents, and 47.5% (N = 57) respondents are 6-10 years, 15.0% (N = 18) respondents are comprised of 11-15 years, 6.67% (N = 8) respondents are comprised of 16-20 years and finally 1.67% (N = 2) respondents are comprised of 21 years and above. Finally, in discussing the demographic analysis of the distribution of respondents according to marital status, respondents who consisted of single status were 30.8% (N = 37) respondents, and 65.8% (N = 79) respondents consisted of married personnel. Finally, 3.34% (N = 4) respondents are composed of personnel with divorced status.

**Table 1: Demographic Analysis**

	Frequency	Percentage (%)
<b>Rank</b>		
Officer	15	12.5
Other rank	105	87.5
<b>Length of Services</b>		
Less than 5 years	35	29.2
6-10 years	57	47.5
11-15 years	18	15.0
16-20 years	8	6.67
21 years above	2	1.67
<b>Marital Status</b>		
Single	37	30.8
Married	79	65.8
Divorced	4	3.34
<b>Total</b>	<b>120</b>	<b>100.0</b>

As demonstrated in Table 2, the AVE for organizational commitment is 0.612, leadership style is 0.673 and recognition is 0.649, shows that all had higher AVE values than 0.5, therefore satisfying the test's convergent validity (Henseler et.al, 2009). Additionally, the table reveals that all constructs with the off-diagonal values of  $\sqrt{\text{AVE}}$  greater than squared correlation with other constructs on the diagonal have a high degree of discriminant validity, because all of these constructs meet an acceptable criterion (Henseler et al., 2009). The results indicate that the data are reliable and valid.

**Table 2: The Results of Convergent and Discriminant Validity Analyses**

	AVE	Organizational commitment	Leadership style	Recognition
Organizational commitment	0.612	<b>0.781</b>		
Leadership style	0.673	0.756	<b>0.846</b>	
Recognition	0.649	0.721	0.697	<b>0.803</b>

**Note:**  $\sqrt{\text{AVE}}$  shows in diagonal

Table 3 shows that factorloadings for organizational commitment is 0.757 – 0.861, leadership style is 0.794 – 0.839 and recognition is 0.743 – 0.852. Each construct had greater loadings above the required minimum of 0.6, proving that the measurement model had satisfactory validity (Fornell & Larker, 1981; Chin, 1998; Gefen & Straub, 2005). The composite reliability for organizational commitment is 0.922, leadership style is 0.919 and recognition is 0.871. The instrument employed in this investigation also had a value for composite reliability that was more than 0.7, meaning that it maintained strong internal consistency (Henseler, et al, 2009; Nunally & Bernstein, 1994).

Table 3: The Results of Loadings and Composite Reliability Analysis

Construct	Number of Item	Cross Factor Loadings	Composite Reliability	Cronbach Alpha
Organizational commitment	10	0.757 – 0.861	0.922	0.890
Leadership style	10	0.794 – 0.839	0.919	0.895
Recognition	10	0.743 – 0.852	0.871	0.861

Table 4 shows the outcomes of the hypotheses testing. The leadership style and recognition, in explaining 59.3% of the soldiers' organizational commitment having value of  $R^2$  is 0.593. The  $t$  value of leadership style is 9.201,  $\beta$  is 0.362 and significant value is 0.001 indicate that leadership style has a significant relationship with the organizational commitment and H1 is supported. For the recognition, the  $t$  value of recognition is 2.165,  $\beta$  is 0.174 and significant value is 0.001 indicate that recognition has a significant relationship with the organizational commitment and H2 is supported in this study.

Table 4: Outcomes of hypotheses

Relationships	$\beta$	$t$ value	$p$ values	$R^2$
Leadership style ->Organizational commitment	0.362	9.201	0.001	0.593
Recognition ->Organizational commitment	0.174	2.165	0.001	

**Note:** Significant at \* $t \geq 1.96$ ; \*\* $t \geq 2.57$ ; \*\*\* $t \geq 3.29$

## 5. Conclusion

The main objective of this study is to determine the relationship between the leadership style and recognition with the organization commitment of the RMR personnel. This study found that the leadership style and recognition among RMR were positively related to the organization commitment, meaning that the personnel of RMR feel more loyal to their leader because leadership activities such as generating enthusiasm, promoting creativity, offering mentoring, and acknowledging employees' accomplishments increase their desire to stick with this units. The more frequently employees show these behaviors, the more likely they will be motivated to remain with the units, feeling required to do so. Most of the research about leadership styles suggests that they influence employees' organizational commitment. This research has found that the leadership styles positively impact organizational commitment. Studies clearly demonstrate that leadership style can affect how seriously personnel take their work. Furthermore, the results of this study may encourage researchers to explore several new areas of study in the future. Secondly, it expands the scope of the study sample. This study only tested a sample among officers and personnel in RMR. It is proposed that this study model be tested in the Malaysian Army or other services in the MAF, such as the Royal Malaysian Navy and the Royal Malaysian Air Force, as well as other national security agencies such as the Malaysian Royal Police and the Malaysian Fire Agency, and the Malaysian Civil Service Force. It will open a wider space for researchers to compare the perceptions of various layers of leaders and personnel who have different patterns and work cultures and their different assignments. Lastly, modifications and improvements on the conceptual model of this study by adding a few elements and variables can be the extension to this study on organization commitment. There are many opportunities in future studies on respondents' organization and personal characteristics that influence commitment factors.

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