



Leadership Styles and Organizational Commitment: Evidence from Bahrain

Mohammed Yousif Abo Keir¹, Marwan Mohamed Abdeldayem²,
Saeed H. Aldulaimi³, Horiya Mohamed Ahmed Aldeeb⁴, & Aysha Khalid Majed⁵

¹ College of Administrative Sciences, Applied Science University (ASU), Kingdom of Bahrain

² College of Administrative Sciences, Applied Science University (ASU), Kingdom of Bahrain. Email: Marwan.abdeldayem@asu.edu.bh

³ College of Administrative Sciences, Applied Science University (ASU), Kingdom of Bahrain

⁴ College of Administrative Sciences, Applied Science University (ASU), Kingdom of Bahrain.

⁵ Ministry of Education, Kingdom of Bahrain

ABSTRACT

The aim of this research is to identify the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain. Two hundred and fifty-six employees were surveyed through a simple random sample. The analysis is based on the outcomes of the questionnaire survey that was given out to a representative sample of the employees of the high schools in the Kingdom of Bahrain. The researchers hypothesized that there is a positive significant impact for leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain. The findings revealed that there is a positive significant impact for the leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain. Moreover, the results indicated that there was no significant differences relating to the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

KEYWORDS:

Democratic leadership style, Dictatorial leadership style, Transformational leadership style, organizational commitment, kingdom of Bahrain.

1. INTRODUCTION

Leadership is an important part of the administrative process in the organizations. It is the ability of the leader to influence a group of subordinates and guide them in order to gain their cooperation and motivate them to work with the highest degree of efficiency to achieve the desired goals. Leadership style is one of the factors that contribute to forming functional relationships in the organization, and the most important leadership styles are democratic, dictatorial and transformations styles (Aldulaimi et al., 2020a).



Organizational commitment is one of the important phenomena in organizations, and an important element to achieve their goals and to enhance confidence between management and employees, contribute to the development of organization's capabilities in survival and continuous growth. It is represented in a set of positive feelings and emotions that the employee carries towards his organization that lead to creating his commitment to its values, goals, dedication to the performance of his work and his desire to continue and not to leave his work in it. An effective leadership style contributes to supporting and achieving organizational commitment, which results in greater speed, efficiency and accuracy in completing work, as well as enhancing cooperation and communication between subordinates, improving employees' moral, increasing productivity and improving job performance in organizations. The rest of the paper is organized as follows:

Literature review is presented in section (2), section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions and recommendation are in section (5).

2. THEORETICAL FRAMEWORK & LITRITURE REVIEW

Leadership Styles

The leadership style affects the behavior of the employees and should provide them the appropriate atmosphere to the extent that the manager performs his tasks and motivates them to work in a team spirit to be able to achieve the goals of the organization. It also should open horizons that work to develop the positive aspects and address the negative ones with necessary training that helps the organization to reach the required level (Al Shareeda, 2004; Aldulaimi et al., 2020b).

The classic division of leadership and administrative style is one of the most used and applied divisions. This division includes three types of leadership styles: dictatorial, democratic and transformational leadership (Faughn Shirley, 2009). The dictatorial leaders is distinguished by that he tries to concentrate all the power in his hand and reserves for himself to do everything small and big on his own and issues his orders and instructions that deal with all the details and insists on his subordinates obeying them (Hassan, 2004). One of the most important characteristic of a dictatorial leader is that he does not give space of freedom of opinion or the opportunity for subordinates to participate in decision-making, for he is a person who considers that his opinion is always correct and that the opinions of others do not rise to the level of his opinion, so we find him issuing his orders and instructions and he is keen that they are implemented without discussion and does not give an opportunity to delegate his powers to others or empowering his powers to subordinates (Al Sakarnah, 2010; Abo Keir et al., 2020).

The most important defects of the dictatorship pattern are the prevalence of a sense of dissatisfaction, discontent, and tension among employees, which leads to poor relations, communication and trust between them, as well as the employees' failure to initiate any task to wait for them to issue explicit orders about the task, which may hinder its completion on time and also the emergence of informal gatherings between subordinates within the organization. This in order to alleviate, tension and frustration among them. Also, we find high employee absenteeism and increased work turnover (Al Emian, 2005).



As for democratic leadership, it is based on three pillars: human relations, participation and delegation of authority. The behavior of the democratic leader is characterized by a high degree of collective participation in decision-making and a high degree of support on the part of the leader (Kanaan, 2005). The most important advantages of democratic leadership are that it creates and provides psychologically and socially healthy environment within the frame of work, in a way that helps to develop innovation and initiative, reduces reliance on leadership, and increases cooperation between employees in order to achieve common goals and interests (Hassan, 2004). As for transformational leadership, it is defined as the process of pushing followers to the highest levels of thinking and motivation and stimulating them towards achieving goals by promoting higher values and moral values and bringing them to the rank of leaders (Berhard, 2004). The main tasks of the transformational leader are to define the vision and the future in a good way to make the subordinates stand fast in the face of difficulties and enthusiastic in performing tasks to achieve common goals as well as his integration with subordinates to raise their commitment to the future vision (Faughn Shirely, 2009). Administrative leadership and its various patterns have a great impact on developing organizational commitment in different organization.

Organizational Commitment

Organizational commitment is defined as an emotional state represented in the individual's adherence to his organization and his conviction of its goals, which is reflected in his behavior as he seeks to make this organization succeed and make every effort (Al Awfi, 2005).

Organizational commitment has a great role in raising the morale of the employees, which results in the love of individuals for their work and their organizations and their enthusiasm to do the work required for distinguished job performance. Organizational commitment is one of the most important elements of career creativity, which makes it imperative for the management of organizations and their leaders to enhance its values and support it to achieve the goals of the organization relating to increasing productivity (Al Kharshom, 2011; Abdeldayem et al., 2020).

Organizational commitment dimensions are represented in three main ones, the first is the emotional commitment that is formed by the individuals through his knowledge of the characteristics of his work, the degree of independence, importance, entity and diversity of skills required to accomplish it, and the proximity of supervisors and their directing to him. This dimension is affected by the degree of the individuals' feeling that the organizational environment in which he works allows his effective sharing in decision making. All this makes the individual proud of his loyalty to his organization, adopts its problems and is linked to his work. The second dimension is the normative commitment which is related to the individual's sense of commitment to remain in the organization in exchange for the good support it provides to its members and allowing them to participate and interact positively and contribute to setting goals, which makes the individual refrain from leaving the organization because he is morally committed to enabling the organization to achieve the goals that he participate in setting. The third dimension is the continuous commitment which is related to an individual's loyalty that is measured by the investment value that he can achieve if he continues in the organization in return for what he will lose if he decides



to join another entity, and this dimension is affected by several factor such as age, years of service, work relations and the retirement system that affect the individual's assessment of the importance of staying in the organization or not (AlHowali, 2015).

Organizational commitment standards are divided into two types/. The first is the objective criteria, which is the measurement of organizational commitment through behavioral effects, using objective measurement units that indicate the extent of the individual's desire to remain in the organization, the turnover of work, the frequency of accidents, the level of performance and absence, where by monitoring these phenomena, the degree o commitment in the organization is identified (AlWazan, 2006). The second type is the subjective criteria, which is the measurement of organizational commitment by means of estimation methods that clarify the employees' evaluation of the degree of their commitment, There are no specific indicators here that determine the level of organizational commitment (Batah, Ahmed 2006).

3. METHODOLOGY

Research Problem

Based on various studies that confirmed the importance of leadership styles and its impact on organizational commitment, researchers wanted to identify the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain.

The problem of research could therefore expressed in the following key questions:

“What is the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain?”

The main question results in the following sub-questions:

- a. What is the reality of leadership styles at high schools in the Kingdom of Bahrain?
- b. What is the reality of organizational commitment at high schools in the Kingdom of Bahrain?
- c. What is the reality of the relationship between the leadership styles and organizational commitment at high schools in the Kingdom of Bahrain?

Importance of the Research

This study addresses one of the important topics in the field of business administration which is the leadership styles that can have a significant impact on organizational commitment at high schools in the Kingdom of Bahrain, and suggestions to increase the effectiveness of this process and this benefit decision-makers in organizations in question in activating the role of leadership styles to develop organizational commitment.

Research objectives

- a. Identify the reality of leadership styles at high schools in the Kingdom of Bahrain.
- b. Identify the reality of organizational commitment at high schools in the Kingdom of Bahrain.
- c. Identify the role of leadership styles in developing organizational commitment at high schools in the Kingdom of Bahrain.

- d. Identify the statistically significant differences with regard to the role of the leadership styles in developing organizational commitment at high school in the Kingdom of Bahrain according to the demographics (gender, age, qualification and years of experience).
- e. Make some recommendations and suggestions to increase the effectiveness of the role of the leadership styles in developing organizational commitment at high schools in the Kingdom of Bahrain.

Research hypotheses:

Main hypothesis 1

H1: There is a positive significant impact for the leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high school in the Kingdom of Bahrain.

Subsidiary hypothesis 1

H1.1: There is a positive significant impact for the democratic leadership style on organizational commitment at high school in the Kingdom of Bahrain.

Subsidiary hypothesis 2

H1.2: There is a positive significant impact for the dictatorial leadership style on organizational commitment at high school in the Kingdom of Bahrain.

Subsidiary hypothesis 3

H1.3: There is a positive significant impact for the transformational leadership style on organizational commitment at high school in the Kingdom of Bahrain.

Main hypothesis 2

H2: There are positive significant differences relating to the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high school in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

Research Framework

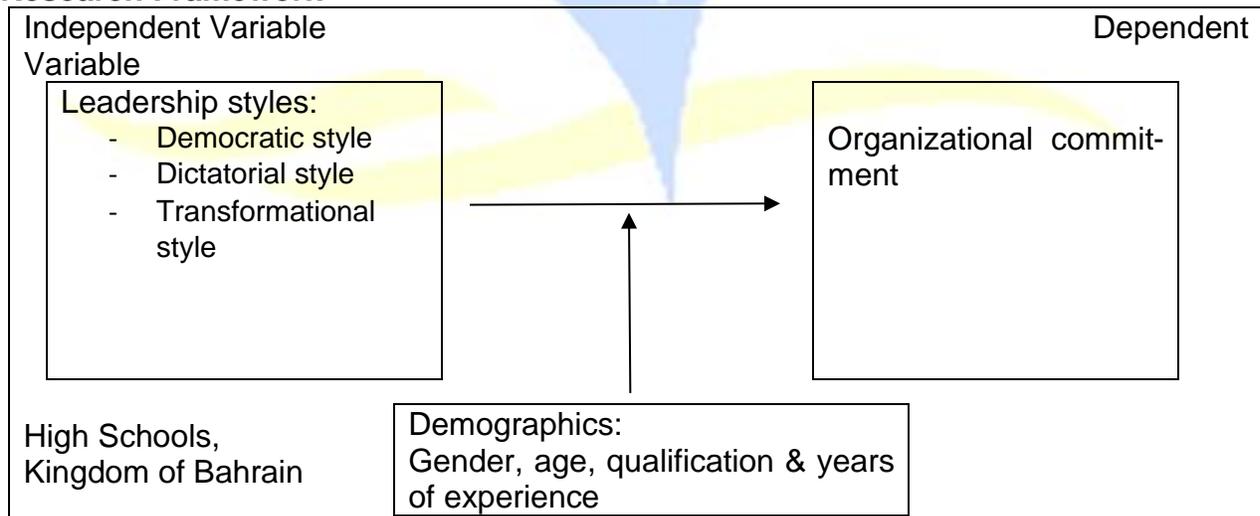


Figure 1 (Illustration of the research framework)



Data Collection

A five-point Likert scale was used to collect questionnaire survey as follows:

5	4	3	2	1
Strongly agree	Agree	Neutral	Disagree	Strongly disagree

A number of 260 questionnaires were circulated and a total of 246 were collected with a response of 98%.

The researchers selected a simple random sample (n=260) of employees at high schools in the Kingdom of Bahrain. The sample provided information through filling survey questionnaires which is considered the core of data for this research.

4. ANALYSIS AND EMPIRICAL FINDINGS

Pearson correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson correlation co-efficient

First Axis						Second Axis	
Leadership styles						Organizational Commitment	
Democratic Style		Dictatorial styles		Transformational style			
State-ment	Correla-tion co-efficient	State-ment	Correla-tion co-efficient	State-ment	Correla-tion co-efficient	State-ment	Correla-tion co-efficient
1	0.505	1	0.592	1	0.716	1	0.800
2	0.794	2	0.641	2	0.842	2	0.787
3	0.706	3	0.624	3	0.628	3	0.797
4	0.769	4	0.202	4	0.578	4	0.555
5	0.671	5	0.470	5	0.733	5	0.703
6	0.648	6	0.557	6	0.853	6	0.721
						7	0.742
						8	0.644
						9	0.820
						10	0.818
						11	0.774
						12	0.808
						13	0.753
						14	0.780
						15	0.745



			16	0.681
			17	0.452
			18	0.520

Reliability

The data were analyzed using SPSS and statistical results of Cronbach Alpha are as follows:

Table 2 Cronbach’s Alpha

Reliability	
Dimensions	Cronbach’s Alpha
Leadership styles: Democratic style 0.908 Dictatorial style 0.804 Transformational style 0.897	0.870
Organizational commitment	0.889
Total	0.880

Table (2) indicates that the Cronbach’s Alpha is 0.880.

The results indicate a high level of internal consistency for the research questionnaire.

Analysis variables of the demographic variables of the research

Gender variable

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Male	155	60.6%
Females	101	39.4%
Total	256	100%

It is clear from the analysis of the research sample by gender (table 3) that the number females are more than males.

Age variable

Table 4 Distribution of the research sample according to age

Variable	Number	Percentage

Less than 25 years	28	10.9%
25 and less than 35 years	79	30.9%
35 and less than 45 years	68	26.5%
45 and less than 55 years	55	21.5%
55 years and above	26	10.2%
Total	256	100%

It is clear from table (4) that there is a difference between the number of age groups of employees and that the largest number of the age group was that of (25 and less than 35 years) and the lowest number for the age groups was (55 years and above) which explains that the organization in question depends on employees belonging to the category of youth.

Qualification variable

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
High school and less	43	16.8%
Bachelor	158	61.7%
Diploma	26	10.2%
Post Studies	29	11.3%
Total	256	100%

Table (5) indicates that the largest percentage hold a Bachelor’s degree followed by holders of high school, post studies and then diploma.

Years of experience variable

Table 6 Distribution of the research sample according to years of experience

Variable	Number	Percentage
Less than 5 years	34	13.3%
5 – 10 years	76	29.7%

10 – 15 years	101	39.4%
15 years and above	45	17.6%
Total	256	100%

Table (6) reveals that the staff with years of experience (10 – 15 years) were the highest percentage, followed by those of (5-10 years), then those of (15 years and above), and finally (less than 5 years).

Analysis of answers to the questionnaire variables:

Table 7 Analysis of the research sample answer to the questionnaire variable (leadership style, democratic style)

Sr.	Statement	Mean	Stand-ard De- viation	Rank- ing	Mean Inter- pretation
1	The director allows to delegate his powers without hesitation.	3.609	0.776	3	Agree
2	The manager takes the opinions of employees in the decision-making process.	2.146	0.737	5	Disagree
3	The manager appreciates and takes care of employees’ ideas and opinions.	4.221	0.758	1	Strongly agree
4	The manager does not direct orders to the employees continuously.	3.364	0.770	4	Neutral
5	The manager takes into account the humanitarian affairs of the employees when they make mistakes.	3.972	0.978	2	Agree
6	The manager is not arbitrary when dealing with employees.	1.798	0.782	6	Strongly dis- agree
Total		3.185	0.800		Neutral

Results presented in table (7) show that the general average of the variable (leadership styles, democratic style) reached (3.185) which shows that the opinions of the research sample were moderate in this dimension.

Table 8 Analysis of the research sample answers to the questionnaire variable (leader- ship styles, dictatorial style)

Sr.	Statement	Mean	Stand-ard De- viation	Rank- ing	Mean Inter- pretation
1	Power is concentrated in the man- ager’s hands alone.	4.285	0.600	1	Strongly agree

2	The manager does not take the opinions of employees in the decision-making process.	2.549	1.690	3	Neutral
3	The manager directs orders to the employees continuously.	3.937	0.660	2	Agree
4	The manager does not allow opposing the opinion of the leader.	2.075	1.640	5	Disagree
5	The manager is arbitrary with the employees.	1.976	2.710	6	Disagree
6	Management deals with strict laws when holding employees accountable.	2.324	1.700	4	Disagree
Total		2.876	1.486		Neutral

Results presented in table (8) show that the general average of the variable (leadership style, dictatorial style) reached (2.876) which shows that the opinions of the research sample were moderate in this dimension.

Table 9 Analysis of the research sample answers to the questionnaire variable (leadership styles, transformational style)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Employee trust the manager.	3.889	0.640	3	Agree
2	The manager expresses in simple words what we must do.	4.024	0.870	2	Agree
3	The manager appreciates employees' feelings towards him.	4.032	0.670	1	Agree
4	The manager tries to solve employees' problems in creative ways.	3.818	0.780	5	Agree
5	The manager understands the need for change for the better.	3.842	0.780	4	Agree
6	The manager has a vision for the future.	3.573	0.810	6	Agree
Total		3.863	0.758		Agree

Results presented in table (9) show that the general average of the variable (leadership styles, transformational style) reached (3.863) which shows that the opinions of the research sample were high in this dimension.

Table 10 Analysis of the research sample answers to the questionnaire variable (Organizational commitment)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	I feel proud to be an employee in my organization.	4.063	0.694	1	Agree



2	I consider my work problems to be my personal problems.	3.415	0.833	14	Neutral
3	I feel I belong to the organization as my other home.	3.968	0.856	5	Agree
4	I feel a special relationship between me and my colleagues.	4.016	0.781	3	Agree
5	There is congruence between my values and those of my organization.	3.925	0.812	6	Agree
6	My working climate is comfortable and stable.	3.889	0.938	7	Agree
7	Employees are keen to enforce labor laws and regulations.	2.723	0.804	18	Neutral
8	Employees save time on work and competition.	3.700	0.749	10	Agree
9	The employees keep the property of the organization.	3.779	0.703	9	Agree
10	The status and competence of my organization is on my mind.	3.458	0.680	13	Neutral
11	The manager lets me participate in making decisions.	3.545	0.854	11	Agree
12	I believe that my organization deserves sincerity and loyalty.	3.980	0.706	4	Agree
13	I am looking for a higher job.	4.055	0.700	2	Agree
14	I am looking forward to participating in one of the committees that serve the organization.	3.482	0.835	12	Neutral
15	I will accept any job in the organization in exchange for continuing my work.	3.296	0.899	15	Neutral
16	I will be happy if I continue to work for the rest of my life.	3.099	0.724	17	Neutral
17	I see that my current organization is better than the organizations I joined previously.	3.783	0.795	8	Agree
18	I talk to my friends about my organization as a great place to work in.	3.253	0.726	16	Neutral
Total		3.691	0.783		

Results presented in table (10) show that the general average of the variable (organizational commitment) reaches (3.691) which shows that the opinions of the research sample were high in this dimension.

Testing Results Hypotheses

To make sure that the main hypothesis (1) is correct “There is a significant positive impact for the leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at the high schools in the Kingdom of Bahrain”, multiple linear regression analysis were used where the results showed the following:

Table 11 Results of multiple linear regression analysis for measuring the impact of leadership style (democratic, dictatorial and transformational style) on organizational commitment at high schools in the Kingdom of Bahrain.

Variables	Multiple correlation co-efficient	Interpretation factor (R ²)	F Value	Statistical significance
Democratic style	0.646	0.417	60.152	0.000
Dictatorial style	0.601	0.555	9.806	0.000
Transformational style	0.580	0.762	80.680	0.0000

According to the results presented in table (11), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2) “There are significant differences relating to the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment at high schools in the Kingdom of Bahrain due to the demographics (gender, age, qualifications and years of experiences)”, showed that there are no statistically significant differences at the level of (0.05) relating to the demographics (gender, age and years of experience).

5. CONCLUDING COMMENTS

- There is a positive significant relationship between leadership styles (democratic, dictatorial and transformational styles) and the organizational commitment in high schools in the Kingdom of Bahrain.
- The opinions of the employees of the high schools in Bahrain indicated an interest in their organizational commitment.
- There is a confirmation of the high school managers’ application of the transformational leadership style to a greater extent, followed by democratic style and finally, the dictatorial style.
- There are no statistically significant differences relating to the impact of leadership styles (democratic, dictatorial and transformational styles) on organizational commitment in High schools in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

In the light of conclusions formulated, the following recommendations were proposed:

- The necessity of enhancing managers’ awareness towards positive leadership styles and avoiding negative leadership that negatively affects workflow and limits employees’ motivation in the organizations in question.
- The need to enhance the improvement of the level of organizational commitment of employees in the organizations in question both material and moral motivation.



- The necessity of holding lectures and training courses for managers in the organizations in question to face the problems and obstacles they may encounter.
- The necessity of holding training courses in the field of leadership styles and their relationship to organizational commitment.
- The need to work to raise the level of qualification of managers by giving them the opportunity to continue their higher studies.
- The necessity of applying the principle of participatory decision-making for all employees of the organizations in question.

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