Person-Oriented Leadership Style and Organizational Commitment in Chinese Universities

Zhang Liqiu
University Melaka, Malaysia, 75054842@qq.com

ABSTRACT

Volatile and ever-changing conditions describe the contemporary framework in which organizations must conduct their operations. One of the most important components of gaining a competitive edge in order to meet such challenges is to guarantee that employees are committed, that they identify with the business, and that they accept its principles and aims as reflecting their own interests. Employees are crucial to an organization's success, particularly when their contentment affects client satisfaction; hence, organizations must view their staff as their first clients. As a result of this, the goal of this study is to examine the beneficial association between person-oriented leadership style and organizational commitment among China University managers. For a better understanding of the study, which strives to explain the concept of leadership and its behavior in order to achieve effectiveness in the education industry, the following objectives are outlined. Clearly, the researcher aims to comprehend the concept of organizational commitment so as to develop knowledge. Social Exchange Theory has been utilized for this investigation. This study is successful in developing a framework based on the literatures on person-oriented leadership and the measuring of the relationship towards organizational commitment. The debate demonstrated that the capacity of leaders to effectively integrate participatory and consultative styles in the execution of everyday tasks increased organizational commitment. This result from prior study is also supported by the proposed conceptual framework, which will be undertaken primarily in the context of the Chinese mainland. This study's debate indirectly enhances the leadership qualities of Chinese university leaders and administrators. The authorities of the education system and administration will get an awareness of the competency of each leader and will be able to incorporate this knowledge into training and competency modules as a result of this study.

keywords: organizations commitment, person-oriented leadership style, participative leadership style China, consultative leadership style

I. INTRODUCTION

Volatile and ever-changing conditions describe the contemporary framework in which organisations must conduct their operations. One of the most important components of gaining a competitive edge in order to meet such challenges is to guarantee that employees are committed, that they identify with the business, and that they accept its principles and aims as reflecting their own interests. Employees are crucial to an organization's success, particularly when their contentment affects client satisfaction; hence, organisations must view their staff as their first clients (Alves et al., 2015). However, a major organizational problem faced by management is personnel

withdrawal behaviours, such as lateness, absenteeism, and turnover. Essential to effective leadership is the ability to create outcomes while simultaneously exchanging and sharing their abilities to accomplish those outcomes.

The best leaders are intimately familiar with their followers, and they focus more on the positive features of their followers than on their flaws. Magnificent leaders are aware of their own and others' flaws; nonetheless, leaders are confident in the understanding that their strengths provide them a strategic advantage. Hulpia et al. (2009) investigated the relationship between the distribution of leadership and leadership support among teachers and their job satisfaction and dedication. The results revealed that an increase in leadership support and coherence led to a rise in organizational dedication. Employees who receive adequate support are more likely to experience job satisfaction and are consequently more motivated and productive. The prior study also revealed that when leaders delegate leadership tasks to other employees, job satisfaction and commitment rise, as opposed to when all leadership is vested in one individual.

Being an effective leader in times of crisis requires not only delivering solutions, but also initiating deliberate, systematic changes as quickly as feasible. Organizational commitment has been highlighted as the primary attitudinal variable in the development of volunteer commitment and long-term retention (Vecina et al., 2012). Still, there are many other ways to do this that will lead to increased competency, and therefore satisfaction and commitment at work. The leader and organisation must be ensured that internal promotion opportunities and sufficient training and development is provided in order to help employees reach the next stage of their career. Managers are individuals who are totally accountable for managing, sustaining, and operating organizations (Kellerman, 2010).

Moreover, offer continual opportunities for skill training so that employees can feel more competent and confident in their role at work and increase their productivity. Leaders must also provide regular constructive feedback to staff in order to highlight improvement potential and recognise their accomplishments. It indicates that managers are the cornerstones of their organisations and have the authority to do whatever it takes to produce profits for their own businesses (Putra & Sentosa, 2018). Create opportunities for people to define and fulfil their personal goals within the required time period and ensure that they are suitably challenged and compensated. There are numerous strategies to preserve organisational commitment within an organization's environment.

However, the ability and style of the leader will determine his or her ability to accept and adapt. Numerous studies examine the leadership and management skills of an organization's leaders and managers. Due to the discussion of such challenges and issues, the goal of this study is to examine the beneficial association between person-oriented leadership style and organisational commitment among China University managers. For a better understanding of the study, which strives to explain the concept of leadership and its behaviour in order to achieve effectiveness in the education industry, the following objectives are outlined. Clearly, the researcher aims to comprehend the concept of organisational commitment so as to develop knowledge.

II. LITERATURE REVIEW

A. Organizational Commitment

Commitment to an organisation is a complex concept comprised of behaviour, attitude, normative, and calculative elements. Porter et al. (1974) considered organisational commitment as an attitude and defined it as the employee's identification and involvement with their organisation. Organizational commitment is a view that an employee develops through associating organisational aims and ideals with their own personal goals and beliefs; accordingly, organisational commitment revolves around conflict resolution and the decision to stay or leave the organisation. From the simple perspective, the researcher able to define the organizational commitment is the relationship or bond between an employee and his or her employer (the organization). This is based on industrial-organizational psychology (I/O psychology) and discusses the psychological attachment of the individual to the organization.

The level of organizational commitment can assist in predicting employee engagement and happiness, performance, and leadership distribution (Khan, Sentosa & Salman, 2018). When an employee has a strong sense of organizational commitment, they buy into the heart and future vision of the organization (both professionally and personally), they understand the organization's goals, they feel like they belong, and they are well respected and compensated for their efforts. This will likely boost an employee's productivity, engagement, dedication, and morale, as well as their likelihood of remaining with the organization for a longer duration. This is essential if companies wish to retain their finest personnel in a market where competition is intensifying (Jay, 2022).

In addition, Mowday et al. (1982) defines organisational commitment as the employee's strong desire and willingness to be affiliated as a part of the organisation, as well as accept its purpose, values, and invest great effort to achieve it. The organisational commitment adds significantly to the organization's success. When a person identifies with the organization's goals and values, even through inevitable moments of job discontent, employees are much less likely to consider quitting their employment. Committed employees are significantly less likely to call in ill than their co-workers. This is due to the fact that they are more likely to like coming to work, accomplishing duties, attaining goals, and being a valuable team member. A devoted employee is more likely to advocate for their organisation since people share the organization's greater mission. On a professional and personal level, they have absorbed the organization's objectives and values.

This indicates that they actively support the products, services, and policies of the organisation. When an individual has a significant investment in a business, employees are more inclined to be cooperative, immerse themselves in cooperation, and work in teams. Again, this increases the team's morale and output. When a person is dedicated to their organisation, they believe in the company's shared goals, vision, and mission, resulting in increased motivation and productivity. Individuals exert more effort to be independent, have more ambitious objectives, and accomplish more. Organizational commitment increases efficiency. Furthermore, devoted

employees have a ripple effect on the productivity of their co-workers and team members. People urge everyone to exert maximum effort to attain common objectives (Jay, 2022). This benefits also supported by Agyemang and Ofei (2013) that stated a committed employee improves a company's success by reducing employee turnover and increasing staff productivity.

Jay (2022) revealed that Meyer and Allen (1991) accredited three elements of organisation commitment, as depicted in Figure 1. The first proposed dimension is affective commitment, in which employees have an emotional attachment to the firm and actively participate in its activities. The second factor is continuing commitment, or the costs associated with leaving an organisation. The third level of commitment is normative commitment, which is the obligation to remain with the organisation. Organizational commitment is of the utmost importance for its success. In this context, Meyer and Allen (1997) state that employees who are devoted to the organisation will remain loyal through thick and thin, will accomplish their daily tasks with ease, will not miss work, and will share the company's values and goals. To put it in layman's terms, dedicated employees enjoy putting in long hours, recognise their gratitude, and contribute to their organization's tactical goals (Nagpal, 2022). As commitment requires an investment of time as well as mental and physical effort, the majority of employees anticipate value addition from the other party. This is why many high-performing companies recognise and acknowledge employee dedication, which is a crucial factor in delivering value and creating long-term organisational success.

Figure 1: <u>Types of Organizational Commitment by Meyer and Allen (1991)</u>

B. Person-Oriented Leadership

Person-oriented leadership concentrates on improving and developing the quality of the relationship between leaders and followers and is able to inspire and motivate employees to meet the demands and goals of the business. Leaders must demonstrate confidence, respect, transparency, and independence to employees in order to foster positive relationships (Juaneda-Ayensa et al., 2017). People-centred leadership means promoting involvement, fostering individual growth, and recognising individual needs. Human or people-oriented leadership in organisational leadership consists of two influential types: the participative and consultative styles (Jong & Hartog, 2007). This relationship conforms to the leadership theory concept. Road-goal theory says that the capacity of leaders to direct their followers down the correct path is a crucial factor in determining whether or not they will reach their goals (House, 1996).

In addition, leader-member exchange theory (Gomez & Rosen, 2001) says that leaders and followers must have a high-quality relationship in order to inspire positive follower behaviour. In addition to implementing multiple leadership styles to properly manage the workforce (Richter 2018).Numerous recent research suggest that participatory and consultative leadership styles are significant determinants of employee outcomes in a variety of organisational contexts. Previous research demonstrated that the ability of leaders to effectively apply participatory style and consultative style in the execution of day-to-day work duties led to an increase in productivity (Ismail et al., 2010; Yiing & Ahmad, 2009) Literature on organisational leadership suggests that person-centered leadership may be a predictor of organisational commitment (Mahmoud et al., 2018).

The application of these theories in person-oriented leadership demonstrated that quality relationship between leaders and employee is normally translated into participative style and consultative style. The essence of these theories is consistent with the believes that there is a relationship between person-oriented leadership and employee outcomes because leader is those who stimulate, motivate and recognize their employees to complete the tasks given and to achieve the desired results and induce positive outcome such as job satisfaction and organizational commitment (Mahmoud et al., 2018)

C. Participative Leadership Style

Participative leadership style is a democratic style of leadership that incorporates subordinates in organisational decision-making and management with the objective of effectively improving employees' sense of ownership and actively integrating their personal aspirations into organisational goals. Therefore, in the everyday leadership process, leaders actively execute "participation management" for their subordinates, including the communication of important values, the active organisation of reporting, and other flexible promotion tactics (Yukl, 2002). After extensive experimental research on democratic leadership, the American scholar Likert (1961) formally introduced the concept of participative leadership in his book "A New Model of Management" and revealed the three main principles of participative leadership theory, including the principle of mutual support, the group decision principle, and the high standards principle.

Since the introduction of participative leadership, a huge number of scholars have paid close attention to it. On the basis of prior research, Sosik, Avolio and Kahai (1997) redefined it as participative leadership, which refers to a leadership style in which leaders solicit the opinions of employees before making decisions, delegate decision-making authority to subordinates in practise, and encourage the active participation of employees in making decisions collectively. The literature also demonstrates two essential aspects of participatory leadership: first, employees are consulted prior to decision-making in order to jointly address problems; and second, employees are provided with resources to assist them in the work process (Colquitt, LePine & Wesson, 2015).

D. Consultative Leadership Style

Consultative leadership is a style of leadership that focuses on team development and employs the abilities of others to develop strategies and make choices (Cahyadi et al., 2022). Leaders solicit the views and opinions of their team members in order to make educated and strategic decisions. If a corporation wants to make a production choice, the management will confer with the engineering department, as they have valuable insight into the production process. In the decision-making process, consultative leadership primarily involves those who have problems generating ideas for a particular solution. According to Wang, Hou and Li (2022), a leader may also involve their team in the decision-making process in order to hear alternative perspectives. Different perspectives enable individuals to make more strategic decisions than they would have otherwise. When leaders incorporate their team in the process, their team's leadership and decision-making skills are enhanced (Indeed, 2021). The consultative leadership style has less authority than other leadership styles, such as the dictatorial and authoritative styles, because it incorporates subordinates in the decision-making process. However, it lacks the authority of the participative style (Yiing & Ahmad, 2009).

In addition, the consultative leadership style devotes more time to integrating the experience, talents, and ideas of external sources. It is important to note that despite receiving additional feedback, managers have the authority to make final decisions. Before making final decisions, they will collect input from any affected parties (Simangunsong, Hutasoit & Sentosa, 2020). Consultative leadership relies on a few important components for its effectiveness. Here are the primary characteristics of collaborative leadership: First, with this style of leadership, leaders assume the role of a mentor and value the ideas of their team and peers. They facilitate the team's participation in the decision-making process. Second, consultative leadership emphasises new ideas and perspectives from other persons. The leader may not accept every new concept, but they usually do, even if it contradicts their own beliefs. Thirdly, the consultative leadership style encourages the development of individual creativity in the pursuit of a solution. When people share their thoughts, it can develop fresh ways of thinking and, with any luck, better solutions to various challenges (Ismail et al., 2010). Based on the supportive literature and discussion, it's clear that person-oriented leadership style leads to improved organizational commitment. The researcher formulates two hypotheses based on the corroborating literature as follows:

Hypothesis 1: There is a positive relationship between participative style and organizational commitment.

Hypothesis 2: There is a positive relationship between consultative style and organizational commitment.

III. CONCEPTUAL DEVELOPMENT

Social Exchange Theory (SET) is one of the most prominent psychologically focused models for interpreting workplace behaviour. In his 1958 book, "Social Behaviour as Exchange," Homans introduced the SET theory. According to him, there are two types of exchanges: economic and social. According to (Cropanzano & Mitchell, 2005), SET is one of the most important theoretical frameworks for understanding workplace behaviour, and the fundamental principle of this theory is that social relationships advance due to mutual trust, joint responsibilities, and commitment, and that employees make decisions based on perceived costs and benefits, thus adhering to the rules of exchange. Employees feel obligated to the organisation when they perceive that the organisation supports them and when they have a strong feeling of identity with their organisation, hence enhancing organisational commitment (Armeli et al., 1998).

According to Saks (2006), SET is the most widely recognised theory due to its underlying hypothetical support for the studies of employee engagement, since it implies that employees can repay the organization's support by being actively involved. Kahn (1990) stressed features of "societal and monetary resource exchange." This indicates that if employees are provided with the necessary resources by the organisation, their engagement levels will increase. Because the process of leaders consulting employees before making decisions makes a positive social exchange relationship, employees tend to perform better at work. Usman et al. (2021), using the social exchange theory as a foundation, further demonstrated that workers who were supported by participatory leadership behaviours outperformed their peers in terms of job success and took the initiative to assist others.
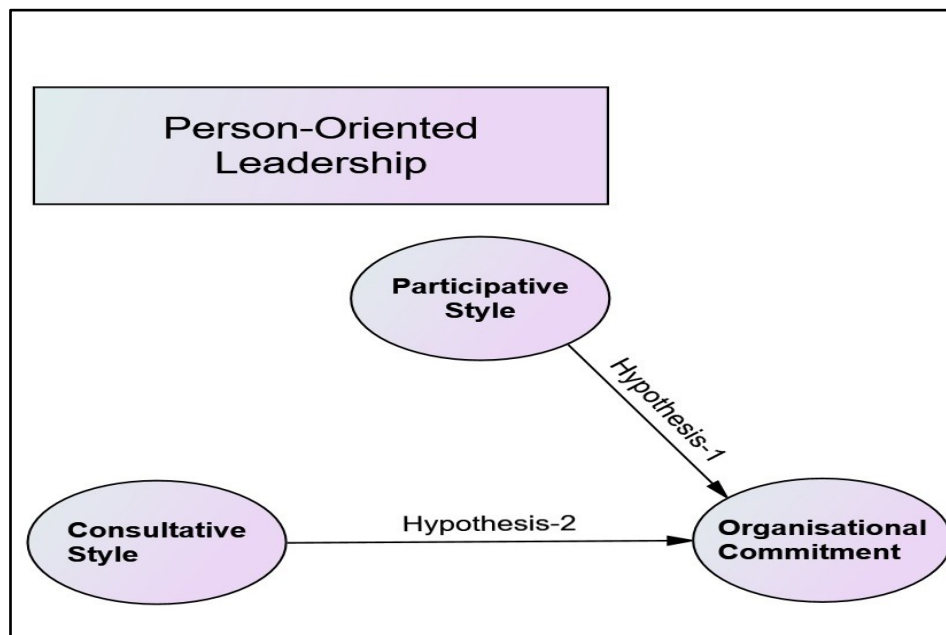

Figure 2: <u>Conceptual Framework</u>

Following a comprehensive literature review, the conceptual framework depicted in Figure 2 was developed. It is clear from Figure 2 that this study lays the framework for future studies that attempt to explain the connection between a leader's focus on individuals (person-oriented) and the dedication of those under their charge in an organization (organizational commitment). This study is anticipated to adopt a cross-sectional research design since it combines leadership literature with a survey as the primary data collection method for future research. This allows the researcher to obtain exact data, reduce bias, and improve data quality (Sekaran, 2000).

This research will be undertaken at a university in China. This concept can be used extensively in the domains of psychology and human resource management. In the next phase of this research, the questionnaire will be designed based on the literature on person-oriented leadership. The questionnaire was then translated into Mandarin and English using the back-to-back translation technique to increase the validity and reliability of the findings (Sekaran, 2000). Adopting a holistic perspective enables the ability to grasp and explain complicated and well-organized occurrences, in which all parts have significant links to one another and make substantial contributions to the whole. In this study, university managers in China are the population of interest; hence, data will be collected from them to act as a sample. This framework is compatible with any form of management system, is easily adaptable to new systems, and clearly delineates the various components in terms of their capacity to manage resources and achieve the organization's objectives.

IV. DISCUSSION AND RECOMENDATIONS

Committed employee provide numerous advantages to any firm. The advantages of committed employees are extensive. Every leader must assure employee satisfaction by implementing a solid people strategy and establishing a culture of dedication. Committed individuals are more likely to be productive, perform better, and remain with an organization for a longer period of time; as a result, they help a business prosper and preserve its competitive advantage in its field (Jay, 2022). This study is successful in developing a framework based on the literatures on person-oriented leadership and the measuring of the relationship towards organisational commitment. The debate demonstrated that the capacity of leaders to effectively integrate participatory and consultative styles in the execution of everyday tasks increased organisational commitment. This result from prior study is also supported by the proposed conceptual framework, which will be undertaken primarily in the context of the Chinese mainland.

Future leadership studies and practises must incorporate participation style and consultation style as crucial elements of person-centered leadership drive. Some evidence suggests that a leader's capacity to adopt people-centered leadership may significantly influence positive behavioural outcomes (e.g., job performance, ethical climate and service quality). In current era of a borderless global economy and knowledge-based industry, these good behaviours may bolster support for the organization's plan to remain robust and competitive. Other than that, this study will contribute a lot to human resource strategy in organization. Job design strategies are one way to increase development of employees which important to leader focusing too.

REFERENCES

Agyemang, C.B. & Ofei, S.B. 2013. Employee work engagement and organisational commitment: A comparative study of private and public sector organisations in Ghana. European Journal of Innovation and Research, 1(4), 20-33

Alves, H., do Paço, A., and Roberto, C. 2015. Influence of internal marketing on organizational commitment-evidence from care institutions for the elderly. Market 27, 237–250.

Armeli, S., R. Eisenberger, P. Fasolo & Ve P. Lynch. 1998. Perceived organizational support and police performance: The moderating influence of socio emotional needs. Journal of Applied Psychology, 83(2), 288-297

Cahyadi, Afriyadi, Taufiq Marwa, István Hágen, Mohammed Nuru Siraj, Parama Santati, József Poór, and Katalin Szabó. 2022. Leadership Styles, High-Involvement Human Resource Management Practices, and Individual Employee Performance in Small and Medium Enterprises in the Digital Era. Economies 10: 162. https://doi.org/ 10.3390/economies10070162

Colquitt, J.A., Le Pine, J.A., & Wesson, M.J. 2015. Organizational behavior: Improving performance and commitment in the workplace. US: McGraw-Hill Education.

Cropanzano, R., & Mitchell, M. S. 2005. Social exchange theory: An interdisciplinary review, Journal of management, 31(6), 874-900

Gomez, C., & Rosen, B. 2001. The leader-member exchange as a link between managerial trust and employee empowerment, Group & Organization Management, 26(1), 53-69.

House, R.J. 1996. Path-goal theory of leadership: Lesson, legacy, and a reformulated theory. Leadership Quarterly, 323-52

Hulpia, H., Devos, G., & Rosseel, Y., 2009. The relationship between the perceptions of distributed leadership in secondary schools and teachers' and teacher leaders' job satisfaction and organizational commitment.School Effectiveness and School

Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. 2010. Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. Unitar E-Journal, 6, 11-26

Jay, S. 2022. Organizational Commitment: 7 Ways HR Can Contribute. https://www.aihr.com/blog/organizational-commitment/

Juaneda-Ayensa, E., Clavel, San Emeterio, M. & González-Menorca, C. 2017 Person-Organization Commitment: Bonds of Internal Consumer in the Context of Non-profit Organizations. Front. Psychol. 8:1227. doi: 10.3389/fpsyg.2017.01227

Jong, P.J de., & Hartog, D.N.D. 2007. How leaders influence employees' innovative behavior. European Journal of Innovation Management, 10, 41-64

Indeed Editorial Team. 2021. Consultative Leadership: Definition and Benefits. https://www.indeed.com/career-advice/career-development/consultative-leadership

Kahn, W. A. 1990. Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724.

Kellerman, B. 2010. Leadership: Essential Selections on Power, Authority, and Influence. McGraw-Hill Professional

Khan, M. S., Sentosa, I., Salman, F. 2018. "Exploring the Role of Transformational Leadership in Human Capital Effectiveness: Empirical Evidence from the Malaysian Healthcare Sector". World Journal of Entrepreneurship, Management and Sustainable Development. ISSN: 2042-5961. http://doi.org/10.1108/WJEMSD-10-2017-0075.

Likert, R., 1967. The human organization: Its management and values. New York, US: McGraw-Hill

Homans, G. C. 1958. Social behavior as exchange. American journal of sociology, 597-606

Mahmoud, A., Sawsan, H and Firas, A., 2018 The influence of leadership behavior, organizational commitment, organizational support, subjective career success on organizational readiness for change in healthcare organizations. Leadership in Health Services.

Meyer, J. P., & Allen, N. J. 1997. Commitment in the workplace: Theory, research and application. Thousand Oaks, CA: Sage Publications.

Meyer, J.P., & Allen, N.J. 1991. A Three-component Conceptualization of Organizational Commitment. Human Resource Management Review, 1, 61-89.

Mowday, R.T., Porter, L.W., & Steers, R.M. 1982. Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover. San Diego, CA: Academic Press.

Nagpal, P. 2022. Organizational Commitment as An Outcome of Employee Engagement: A Social Exchange Perceptive Using a SEM Model. 10.31032/IJBPAS/2022/11.1.1008.

Porter, LW, Steers, RM, Mowday, RT & Boulian, PV. 1974. 'Organizational commitment, job satisfaction, and turnover among psychiatric technicians'. Journal of Applied Psychology, 59(5), 603-609. 115. Mowday, R.T., Porter, L.W. &Steers, R.M. (1982), EmployeeOrganization Linkages, Academic Press, New York, NY.

Putra, R. & Sentosa, I. 2018. Transformational Leadership Effect on the Establishment of Innovation Program among Indonesian Private Higher Institution: A Structural Equation Modeling (SEM) Partial Least Square Approach. Journal of Art, Science and Commerce, Vol.9, No.3, July 2018. EISSN: 2229-4686, ISSN: 2231-4172.

Richter, G. 2018. Antecedents and Consequences of Leadership Styles: Findings From Empirical Research in Multinational Headquarters. Armed Forces and Society44 (1): 72–91.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600–619. doi:10.1108 / 026839 4061 0 690169

Sekaran, U. (2000) Research Methods for Business: A Skill Business Approach. John Wiley & Sons, New York.

Simangunsong, F., Hutasoit, I., Sentosa, I. 2020. A strategic framework of good governance, infrastructure development and community empowerment in Indonesian Public Sector Management. African Journal of Hospitality, Tourism and Leisure, GCBSS Special Edition (2019) ISSN: 2223-814X.

Sosik, J. J., Avolio, B. J., & Kahai, S. S. (1997). Effects of leadership style and anonymity on group potency and effectiveness in a group decision support system environment. *Journal of Applied Psychology, 82*(1), 89–103. https://doi.org/10.1037/0021-9010.82.1.89

Usman, M., Ghani, U., Cheng, J., Farid, T., and Iqbal, S. (2021). Does participative leadership matters in employees' outcomes during COVID-19? role of leader behavioral integrity. Front. Psychol. 2021:646442. doi: 10.3389/fpsyg.2021. 646442

Vecina, M., Chacón, F., Sueiro, M., and Barrón, A. 2012. Volunteer engagement: does engagement predict the degree of satisfaction among new volunteers and the commitment of those who have been active longer? Appl. Psychol. 61, 130–148. doi: 10.1111/j.1464-0597.2011.00460.x

Wang, Qiang & Hou, Hong & Li, Zhibin. (2022). Participative Leadership: A Literature Review and Prospects for Future Research. Frontiers in Psychology. 13. 924357. 10.3389/fpsyg.2022.924357.

Yiing, L. H., & Ahmad, K. Z. B. (2009).The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. Leadership& Organization Development Journal, 30(1), 53-87

Yukl, G. (2002). Leadership in organizations. New Jersey, US: Prentice-Hall, Englewood Cliffs.