



Organisational Leadership And Its Relationship With Organisational Commitment A Field Study In The National Company For Electrical And Household Industries (Eniem) In Tizi Ouzou

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Abstract:

The study aimed to identify the nature of the relationship between the variables of organisational leadership and organisational commitment in the National Company for Electrical and Household Industries (ENIEM) in Tizi Ouzou. We used a descriptive approach because it helps to study the phenomenon as it exists in reality. A questionnaire was designed as a tool for the study, divided into two parts: the first focused on organisational leadership and the second on organisational commitment. The sample consisted of 90 employees randomly selected from a population of 330 employees. We collected, processed and analysed the data using the Statistical Package for the Social Sciences (SPSS) V25, which led to the following results

- There is a statistically significant relationship between democratic style and organisational commitment among the employees of ENIEM in Tizi Ouzou.
- There is no statistically significant relationship between the dictatorial style and organisational commitment among the employees of ENIEM in Tizi Ouzou.
- There is no statistically significant relationship between the chaotic style and organisational commitment among the employees at ENIEM in Tizi Ouzou.
- There is no statistically significant relationship between organisational leadership and organisational commitment among the employees at ENIEM in Tizi Ouzou.

Keywords: Organisational leadership - Organisational commitment.

Introduction

1. Research question:

Organisations seek to develop and formulate plans and objectives to be achieved through various tactics, strategies and policies. This requires the identification and provision of a range of inputs, including material and human resources, information and mechanisms. Of these, human resources and the development of individuals have the greatest impact on any organisation, as they create the conditions for optimal functioning. One of these conditions is organisational leadership, which serves as the primary tool through which organisations can achieve their goals. Every leader has a method, style and approach to governing and managing the organisation and interacting with subordinates, whether that style is democratic, dictatorial or chaotic. Regardless of the leadership style, it influences the organisational commitment of employees. Commitment refers to adherence to the values and goals of the organisation, a strong sense of belonging, and a desire to continue (Al-Adlouni, Mohammed Akram, 2000, p. 18).

In addition, the issue of organisational commitment is fundamental in addressing the degree of harmony among organisational members. Individuals with a high level of commitment to their organisations are those who have a specific willingness to work and who constantly strive to maintain their connection to the organisation and to comply with its rules. They do what is required of them and receive rewards and authority as a result of generating significant returns for the organisation. This builds trust among employees, increases their loyalty to the organisation and ensures their discipline in terms of work schedules. In essence, organisational commitment embodies dedication, affection, integration and willingness to exert efforts to achieve the organisation's goals (Khiros, Nour Eddine, 2011, p. 41).

Among the industrial organisations working to achieve organisational commitment by adopting leadership styles that are in line with the overall operational variables of the organisation - with the aim of increasing production levels and administrative efficiency - is the National Company for Electrical and Household Industries (ENIEM) in Tizi Ouzou. This is why we have chosen to study this issue, which concerns the relationship between organisational leadership and organisational commitment within the institution. Based on the above, we can ask the following question:

Is there a statistically significant relationship between organisational leadership and the employees of the National Company for Electrical and Household Industries (ENIEM) in Tizi Ouzou?

2. Study Hypotheses:

2.1 General hypothesis:

There is a statistically significant relationship between organisational leadership and organisational commitment among the employees of the National Company for Electrical and Household Industries (ENIEM) in Tizi Ouzou.

2.2 Specific hypotheses:

- There is a statistically significant relationship between democratic style and organisational commitment among the employees of ENIEM in Tizi Ouzou.
- There is a statistically significant relationship between the dictatorial style and organisational commitment among the employees of ENIEM in Tizi Ouzou.
- There is a statistically significant relationship between the chaotic style and organisational commitment among the employees at ENIEM in Tizi Ouzou.

3. Significance of the study:

The issue of organisational leadership and its relationship with organisational commitment is one of the most important issues that has attracted the attention of researchers, as it encompasses significant aspects of the organisation. Leadership is a social, cultural and political role played by the leader to achieve desired goals and objectives. The leader instills the culture of the organisation in the employees and tries to create harmony and coordination between organisational leadership and commitment to facilitate the exchange of experiences to achieve positive results.

4. Objectives of the study:

- To explore the relationship between the democratic style and organisational commitment among the staff at ENIEM.
- To explore the relationship between the dictatorial style and organisational commitment among the staff at ENIEM.
- To explore the relationship between the chaotic style and organisational commitment among the staff at ENIEM.
- To identify the relationship between the organisational leadership and the organisational commitment among the staff in ENIEM.

To define the procedural concepts of the study:

5. Organisational leadership:

This refers to the interaction between the leader and subordinates, who are selected on the basis of their qualifications and abilities. It involves influencing others to achieve common goals within the organisation. This is measured by the total score obtained by employees at the National Company for Electrical and Household Industries through responses to the Leadership and Organisational Commitment Questionnaire.

Organisational Commitment:

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This is the extent to which an individual believes in the organisation and its goals, which leads them to align with and integrate into it, feeling that they are an integral part of it. This motivates them to make significant efforts to achieve the organisation's goals and to enhance its progress and well-being. It is quantified by the overall score obtained by ENIEM employees through their responses to the Organisational Leadership and Engagement Questionnaire.

Practical aspect:

1. Exploratory study:

Any scientific research focuses on the exploratory study, which aims to investigate the phenomenon to be studied and identify the key presentations that can be established and counted for scientific research (Ibrahim, 2000, p. 38). The exploratory study is one of the most important steps taken by the researcher when investigating a specific research topic. This study helps to collect information and facts related to the research topic and to determine the scientific methods through which the topic will be studied (Qaddour, Othman, 2017, p. 113).

In order to conduct the exploratory study, we visited the field of study represented by the National Company for Electrical and Household Industries (ENIEM) located in Ouad Aïssi, Tizi Ouzou. This preliminary study allowed us to interact with the employees and to inquire about the importance of the research topic, which focuses on "organisational leadership and its relationship with organisational commitment". We administered the study questionnaire to a sample of 30 employees with the following objectives:

- To ensure the clarity of the questionnaire items for the sample.
- To determine the time taken by individuals in the sample to respond.
- To calculate the psychometric properties of the study instrument.

2. Study area:

2.1 Spatial boundaries:

The exploratory study was conducted at the National Company for Electrical and Household Industries (ENIEM) in Ouad Aïssi, Tizi Ouzou.

2.2 Temporal boundaries:

The study was carried out among the employees of ENIEM during the period from the beginning of December 2023 to the end of March 2024.

3. Research methodology:

The choice of methodology to be used in the study is determined by the nature of the research problem to be studied and the relationship between the research variables. The methodology is the approach used by the researcher to study the phenomenon. Since the phenomena to be studied are diverse and numerous, the methodologies used to study them are also diverse. Therefore, research methodologies are classified based on different criteria (Al-Tayeb Mohammed et al., 2005, p. 96).

For the current study, the descriptive approach was adopted as it is suitable for conducting the research. This approach allows for the collection of as much information as possible about the phenomenon under study, followed by a comprehensive analysis and description in order to achieve a complete and accurate understanding.

4. Study population and sample:

4.1 Study population:

The term “population” refers to all the elements belonging to the field of research. The scholar “Angres” defines it as a group that has one or more common characteristics that distinguish it from other elements (Angres Morris, 2019, p. 298). In the current research, the original population from which we drew the basic study sample consists of the employees of the National Company for Electrical and Household Industries (ENIEM), a total of 330 people.

4.2 Study sample:

A sample is defined as a group of units or elements selected from the population to be studied. In other words, it is a part of the whole (Adnan Hussein Al-Jaroudi, 2007, p. 27). The current study sample consisted of 90 employees randomly selected from the original population of 330 at the National Company for Electrical and Household Industries (ENIEM) in Tizi Ouzou. The study instruments, consisting of the Organisational Leadership Questionnaire and the Organisational Commitment Questionnaire, were distributed to these 90 employees.

5. Data collection tools:

5.1 Interview:

The interview is an oral questionnaire through which the researcher collects information directly from the respondent. It is defined as “a verbal interaction between two people in a face-to-face situation in which one (the interviewer) attempts to elicit certain information or changes from the interviewee” (Ghraibiah Fawzi et al., 2002, p. 61). It is a face-to-face verbal dialogue between the interviewer and another person or group of people. Through it, the interviewer seeks to obtain information that reflects opinions, attitudes, perceptions, feelings, motivations and behaviours in the past or present (Mohammed Mahmoud Ali Abasrah, 2006, p. 115).

5.2 Questionnaire:

Every researcher aims to collect accurate and truthful information from the field, and to achieve this they rely on a number of means and tools that enable them to obtain data and information about their research topic. In this study we used several tools, including the questionnaire, which is one of the most commonly used data collection tools in educational and psychological research due to its low cost and ease of use and data processing. The questionnaire is defined as a data collection tool in the form of a research form that consists of a list of questions directed to individuals to be answered by them in order to collect information about a particular topic (Mohammed Ahmed Suleiman, 2011, p. 69).

5.2.1 Description of the questionnaire:

The questionnaire used in this study consists of three parts:

Part One: Contains personal data related to gender, age, marital status, educational level and seniority.

Part Two: This part contains a set of items related to organisational leadership, consisting of 30 items divided into three axes:

- Axis One: Democratic style, consisting of 10 items (1, 2, 3, 4, 5, 6, 7, 8, 9, 10).
- Axis Two: Dictatorial style, consisting of 10 items (11, 12, 13, 14, 15, 16, 17, 18, 19, 20).
- Axis Three: Chaotic style, consisting of 10 items (21, 22, 23, 24, 25, 26, 27, 28, 29, 30).

Part Three: Contains a questionnaire specific to organisational commitment, consisting of 30 items.

In terms of the rating scale, the cumulative rating method of the five-point Likert scale was used.

The answer	Never	Rarely	Sometimes	Often	Always
The score	1	2	3	4	5

5.2.2 Psychometric properties of the survey instrument:

5.2.2.1 Psychometric Properties of the Organisational Leadership Questionnaire:

5.2.2.1.1 Construct validity:

Table 1: Illustrates the construct validity of the Organisational Leadership Questionnaire.

Axes	Correlation coefficient	Statistical significance value (sig)	Level of significance	Statistical decision
Democratic style	0.92	0.00	0.01	Significant
Dictatorial style	0.81	0.00	0.01	Significant
Anarchic style	0.83	0.00	0.01	Significant

Based on the results in Table 1, which shows the construct validity of the Organisational Leadership Questionnaire, we can see that the correlation coefficients for all the axes of the questionnaire are high and statistically significant at the 0.01 level. Therefore, the questionnaire has a high degree of validity.

5.2.2.1.2 Reliability:

Table 2: Shows the Cronbach's Alpha values for the Organisational Leadership Questionnaire.

- Scale	Number of items	Cronbach's alpha coefficient
Democratic style	10	0.79
Dictatorial style	10	0.86
Anarchic style	10	0.78
Organizational leadership	30	0.85

From Table 2 we can see that the Cronbach's alpha coefficient for all the items of the organisational leadership questionnaire reached a value of 0.85, which indicates the reliability of the questionnaire.

5.2.2.2 Psychometric Properties of the Organisational Commitment Questionnaire

5.2.2.2.1 Validity:

Table 3: Shows the discriminant validity of the Organisational Commitment Questionnaire.

Groups	Number	Mean	Standard deviation	T	Statistical significance value (sig)	Level of significance	Statistical decision
Upper	04	124.12	4.48	7.16	0.00	0.01	statistically significant
Lower	04	69.12	21.24				

From Table 3, we can see that the t-value at the significance level of 0.01 and the statistical significance value (sig) is 0.00, which is less than the significance level, indicating statistical significance. Therefore, the organisational commitment questionnaire distinguishes between the lower and upper values, which is an indicator of the validity of the questionnaire.

5.2.2.2 Reliability:

Table 4: shows the reliability of the organisational commitment questionnaire.

Number of items	Cronbach's alpha coefficient
30	0.94

From Table 4, we can see that the Cronbach's alpha coefficient reached a value of 0.94, which indicates the reliability of the organisational commitment questionnaire.

6. Statistical methods used in the study:

After retrieving and sorting the questionnaires, the researcher entered and analysed them using the Statistical Package for the Social Sciences (SPSS) V25. The following statistical techniques were used:

- Frequencies
- Percentages
- Means and standard deviations
- Pearson's correlation coefficient
- Cronbach's alpha coefficient

7. Presentation and analysis of the results of the study hypotheses:

7.1 Presentation and analysis of the results of the first partial hypothesis:

Table 5: Presents the results of testing the first partial hypothesis.

Number	Mean	Standard deviation	T	Statistical significance value (sig)	Level of significance
90	Democratic style	0.69	0.00	0.01	statistically significant
	Organizational commitment				

Table 5 shows that the Pearson correlation coefficient is 0.69, while the significance value (sig) is 0.00, which is less than the significance level of 0.01. Therefore, there is a significant correlation between democratic style and organisational commitment among the employees of the National Company for Electrical and Household Industries in Tizi Ouzou.

7.2 Presentation and analysis of the results of the second partial hypothesis:

Table 6 presents the results of the test of the second partial hypothesis.

Number	Mean	Standard deviation	T	Statistical significance value (sig)	Level of significance
90	Dictatorial style	0.00	0.97	0.05	Not statistically significant
	Organizational commitment				

Table 6 shows that the Pearson correlation coefficient is 0.00, while the significance value (sig) is 0.97, which is greater than the significance level of 0.05. Therefore, there is no significant correlation between dictatorial style and organisational commitment among the employees of the National Company for Electrical and Household Industries in Tizi Ouzou.

7-3 Presentation and analysis of the results of the third partial hypothesis:

Table 7: presents the results of the third partial hypothesis test.

Number	Mean	Standard deviation	T	Statistical significance value (sig)	Level of significance
90	Anarchic style	0.04	0.81	0.05	Not statistically significant
	Organizational commitment				

Table 7 shows that the Pearson correlation coefficient is 0.04, while the significance value (sig) is 0.81, which is greater than the significance level of 0.05. Therefore, there is no significant correlation between chaotic style and organisational commitment among the employees of the National Company for Electrical and Household Industries in Tizi Ouzou.

7.4 Presentation and analysis of the results of the general hypothesis:

Table 8: Presents the results of the test of the general hypothesis.

Number	Mean	Standard deviation	T	Statistical significance value (sig)	Level of significance
90	Organizational leadership	0.30	0.10	0.05	Not statistically significant
	Organizational commitment				

Table 8 shows that the Pearson correlation coefficient is 0.30, while the significance value (sig) is 0.10, which is greater than the significance level of 0.05. Therefore, there is no significant correlation between organisational leadership and organisational commitment among the employees of the National Company for Electrical and Household Industries in Tizi Ouzou.

General Conclusion:

After the field study we conducted at the National Company for Electrical and Household Industries (ENIEM) and after our analysis, we reached the following results:

Regarding the first partial hypothesis that there is a statistically significant relationship between democratic style and organisational commitment among employees in ENIEM, the Pearson correlation coefficient is 0.69 and the significance value (sig) is 0.00, which is less than the significance level of 0.01 and statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypothesis, concluding that this hypothesis is validated.

As for the second partial hypothesis, which states that there is a statistically significant relationship between the dictatorial style and organisational commitment among the employees of ENIEM, the Pearson correlation coefficient is 0.05 and the significance value (sig) is 0.97, which is greater than the significance level of 0.05 and not statistically significant. Therefore, we accept the null hypothesis and reject the alternative hypothesis, concluding that this hypothesis has not been validated.

Regarding the third partial hypothesis, which states that there is a statistically significant relationship between chaotic style and organisational commitment among the employees of ENIEM, the Pearson correlation coefficient is 0.04 and the significance value (sig) is 0.81, which is greater than the significance level of 0.05 and not statistically significant. Therefore, we accept the null hypothesis and reject the alternative hypothesis, which means that this hypothesis has not been validated.

Finally, from the results of the partial hypotheses, we conclude that the general hypothesis that there is a statistically significant relationship between organisational leadership and organisational commitment among the employees of ENIEM has not been validated. This is based on the results obtained, where the Pearson correlation coefficient is 0.30 and the significance value (sig) is 0.10, which is greater than the significance level of 0.05 and not

statistically significant. Therefore, we accept the null hypothesis and reject the alternative hypothesis, concluding that the general hypothesis is not supported.

Suggestions:

From the field study and statistical analysis, we reached the following study results:

- Try to avoid the democratic and chaotic styles that hinder the effective functioning of organisational commitment.
- Address the problems faced by the organisation, taking into account all the variables that affect employees' organisational commitment, not just the leadership.
- Use modern and advanced techniques in the workplace to save time and effort.
- It is essential to allow subordinates to participate in decision making and to recognise their abilities and competencies in achieving the organisation's goals.

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