

## THE EFFECTS OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENTS: A CASE STUDY OF READYMADE GARMENTS INDUSTRY IN BANGLADESH

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### ABSTRACT

This thesis analyzed the Effects of Leadership Styles on Organizational Commitments of Ha-Meem Group Factory at Saver Branch in Bangladesh, Bangladeshi Readymade Garments Industry. The objectives were (1) to identify the leadership styles and (2) to explore the effect of leadership styles on organizational commitment. To achieve the objectives, primary and secondary data are used and the data was collected from the Ha-Meem group factory at saver in Bangladesh. The results indicated that leaders in selected garment factories mostly adopted a work-oriented leadership style from a subordinate perspective and the least adopted from a leader perspective is a people-oriented leadership style. People-oriented leadership style increases organizational commitment more than a work-oriented leadership style. The transactional leadership style increases organizational commitment more than the transformational leadership style. Therefore, leaders in private-owned garment factories should appropriately adopt people-oriented and transactional leadership styles in accordance with conditions to increase organizational commitment although they are mostly adopted work-oriented leadership styles. Leadership styles are immensely necessary for the achievement and ensuring organizational commitment in the organization Furthermore, Bangladesh has reached and gained a remarkable development, especially in the inexpensive workforce context of the RMG sector still its development and continuity of growth are not assured (Khan, 2017). The rationale for the study was simply an observation that some employees seem better adjusted and happier at work and are able to cope well with the demands of the working environment while others are not. Another observation is that management seems not to be aware of what motivates their subordinates and to strategically utilize those motivational tools to maintain high levels of organizational commitment. Through the analysis of garments employee organizational commitment can conclude the following: generally, garments follow work orientated leadership and sometimes transformational leadership, people-oriented leadership also brings up commitment to the organization.

**Keywords:** *Leadership Styles, Organizational Commitments, People-oriented, Transformational, Work-oriented*

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## 1. Introduction

In the case of ready-made garments manufacturers, Bangladesh's position is second in the world whereas China is number one (Akhter, Rutherford and Chu, 2019a). Bangladesh contributed around 60% of export contracts with European buyers and the rest of the 40% with American buyers (Akhter, Rutherford and Chu, 2019a). In terms of investors, local investors control most of the production and manufacturing garments companies whereas foreign investors only control 5%. However, this sector is the main source of income in case of the national economy being a condition where, according to the World Bank, "you either export or die". Bangladesh Garments manufacturing industry is expanding at a rate of 20% per year. In the industrial sector, Bangladesh set the example of the cheapest and low-cost use of human resources. At the same time, Bangladesh's garments industry is fully labor-intensive rather than technology-oriented as Bangladesh is the cheapest labor country; the average labor cost per hour is only 0.3. Here, noteworthy to mention that since 1985, the growth rate of the Bangladesh RMG sector is remarkable because of few privileges and opportunities, such as Multi-Fiber Arrangement (MFA), Quota and the Generalized System of Preferences (GSP) etc. Basically, they are performing cutting, making and trimming (CMT) activities. Therefore, this industry takes maximum lead time to process an order (Akhter, Rutherford and Chu, 2019b). Whereas, according to BGMEA Bangladesh's growth and significant contribution to the country's economic development through qualities is yet a crucial problem to discuss. The cost of the poor-quality Bangladeshi ready-made garments amounted to 18 percent of the operating costs (Baumann-Paully, Labowitz and Stein, 2018).

The garment industry exhibited a sturdy increase during the 1990s but most in particular within the late 1990s and at the start of the new century (Syduzzaman *et al.*, 2014). The garment industry is labor-in-depth, export-oriented, and makes use of standardized technology. Such traits have made the garment enterprise the first rung on the industrialization ladder in lots of developing economies (Akhter, Rutherford and Chu, 2019c). The least developed countries (LDCs) have experienced very excessive output increases in this sector. It is the peak period from mid-2000 to early 2001 when the Bangladeshi garment enterprise had approximately 400 factories with 300,000 employees generating an export volume of US\$600 million (Hossan, Sarker and Afroze, 2012). Between the years 2003 to 2010, USA became the largest market for Bangladeshi garments and second changed to Germany, the third changed to Spain, the fourth become the United Kingdom and the fifth became South Korea (Aslan, Çinar and Kumpikaitė-Valiūnienė, 2012). If subordinates favor the leadership styles of supervisors in a garment factory, they admire, imitate and trust and will perform to meet daily targets and quality by following the leader's instructions, standards and disciplines (Ambrosini, Bowman and Collier, 2009). Leaders who are skillful, proficient, fair and well-experienced will achieve the organizational commitment of employees. Therefore, leadership styles are crucial to increasing organizational commitment of employees in private-owned garment factories. In this regard according to Ahamed against technological scenery, a thorough analysis of human resource management practices in manufacturing industries especially in the Bangladesh RMG sector is very much needed. Leadership styles are immensely

necessary for the achievement and ensuring organizational commitment in the organization. Furthermore, Bangladesh has reached and gained a remarkable development, especially in the inexpensive workforce context of the RMG sector still its development and continuity of growth are not assured (Khan, 2017).

## **2. Literature Review**

### **2.1. Organizational Commitment**

The concept of organizational dedication attracts substantial response in analyzing administrative center behaviors and attitudes (Cepeda and Arias-Pérez, 2019) as it is far associated with vital organizational problems; employees' goal to depart from business enterprise accompanied by using real decision to cease the organization (Batra and Sharma, 2017). Organizational commitment represents a link between the employee and the organization that consists of process pleasure. Promoting employees' organizational commitment is the most important difficulty for a company to engage with employees who are talented (Anderson, Potočnik and Zhou, 2014). Affective, continuance and normative commitment are the elements that are a useful resource in determining the scope of organizational commitment (Feldman, Bearden and Hardesty, 2006). In other phrases, it would cost too much to leave. This will be the case, for example, if an employee has used a lot of time and sources to analyze something that may best be utilized in that particular enterprise or at the time there are no similar or higher employment opportunities available than the modern position (Anderson, Potočnik and Zhou, 2014; Batra and Sharma, 2017; Pérez-Campdesuñer *et al.*, 2018; Ur Rehman, Bhatti and Chaudhry, 2019).

For workers, the issue of commitment is a normative one, and they use their time and effort for the company as they see suitable (Cassell, 2012; Ur Rehman, Bhatti and Chaudhry, 2019). An employee's commitment to one firm or another is the focus of this concept. While it's in their best interest to be loyal to the organization, employees will go out of their way to show that commitment. When we speak about "normative commitment", we're referring to people's sentiments of obligation to the company. Employees are still employed by the firm because they are legally required to do so (Feldman, Bearden and Hardesty, 2006; Ur Rehman, Bhatti and Chaudhry, 2019). According to this theory, research conducted before and after a person joins a corporation can foster normative commitment. A worker's normative commitment is not only impacted by effective organizational socialization, but also by family and society as a whole, according to this study. Before recently, this was by far the least looked at of the three possible causes of the problem (Borst *et al.*, 2019).

### **2.2. Transformational leadership**

Transactional leadership was favored above transformative leadership (Antonakis and House, 2014; Yaslioglu and SelenayErden, 2018), who interviewed workers. Additional to the types of

leadership shown, the researchers found additional influences on employees' commitment to the company in their research. employee engagement and loyalty are influenced by the leadership style and corporate culture An important factor in employee commitment, according to their findings, is an organization's culture and style of leadership. Transformational leadership was shown to have a greater effect on employee loyalty than transactional leadership (Faro, Abedin and Cetindamar, 2021)

However,(Tann, 2015) showed that transactional leadership had the most influence on bank workers' participation in Nigeria, despite the fact that both transformational and transnational types of leadership were beneficial in this regard. Transformative leadership and employee loyalty do have a link, it's a small one (Education, 2016; Rahman, Akhter and Khan, 2017). There may be a difference in the connection between leadership styles and employee loyalty between two distinct companies. The company's unique qualities must be taken into consideration by leadership.

***H-1: There is a relationship between transformational leadership and organizational commitment.***

### **2.3. Work-oriented leadership**

Work-oriented leadership is doing something it takes to get the process finished. It emphasizes the tasks had to achieve goals. According to the Center for Leadership Development, the manager's job is to devise, organize, coordinate, inspire and motivate. The work-oriented leadership style fits the definition of a manager. Work-oriented leaders put heavy emphasis on structure, plans and schedules for getting things done (Tan *et al.*, 2020). This style of leadership includes step-by-step planning and praise and punishment systems, constantly defining structure and goals, prioritizing fulfillment of precise consequences, sticking to rigid schedules and requiring employees to set technique-oriented goals and formulate plans to obtain them. Work-oriented management is a behavioral approach, in which the leader specializes in the duties that need to be performed so that it will meet goals, or gain performance preferred (Rao and Zaidi, 2020). One of the distinct characteristics of these leaders is that they are much less involved with the employees, who are actually the essential marketers to attain the desired goals. On the contrary, they're greater worried about a planned path with the intention to achieve precise organizational goals (Hussain *et al.*, 2017). So, the hypothesis is formed as:

***H-2: There is a relationship between work-oriented leadership and organizational commitment.***

### **2.4. People-oriented leadership**

People-oriented style attention to strengthening and building the first-rate relationship among leaders and subordinates and it is able to inspire and encourage employees to fulfill the corporations' needs and goals. This relationship is steady with the notion of leadership theory. Relations-oriented leadership is an approach which specializes in the task pleasure, motivation and

work-life balance of personnel (Zhao, 2012). The leaders are focused on supporting, motivating and developing their employees. The capability of leaders to correctly exercise participative style and consultative style in executing day-to-day activity operations had (Buda, Pethes and Lehota, 2020) brought about a stronger in the meantime, evidence from the literature on organizational leadership highlighted that humans-orientated leadership may additionally act as a capacity predictor to organizational commitment (Chowdhury *et al.*, 2013; Chiang, Lemański and Birtch, 2017; Buda, Pethes and Lehota, 2020). Keeping the views in mind, the hypothesis formed are:

***H-3: There is a relationship between people-oriented leadership and organizational commitment.***

### Conceptual Framework of the Study



### 3. Research Methodology

Primary and secondary data are collected for this research. Popular ways to collect primary data are a survey, interviews, and observation that shows the direct relationship between customers and their attitudes. For this research, a self-administered survey is used to collect primary data. This thesis aimed to study the effect of leadership styles on organizational commitment of private-owned garment factories “Ha-Meem group” is selected. The process involved all the steps by implementing a small group to conclude concerning the whole group (Juhl, Fenger and Thøgersen, 2017). For this study, non-probability sampling is used to collect data by the survey. Selecting samples on the basis of personal judgment or convenience is non-probability sampling. The research is using nonprobability sampling to save time and cost. There are 50,000 people working in the Ha-meem group, factoring in the top management of the garments, part-time employees and retirement, it can be concluded that Ha-Meem group employees could be counted at 25000 (Balingit, 2014). Using the look-up table of Krejcie morgan, 1970, the sample size of this study is 378. But in order to keep this study convenient and economical to distribute the questionnaire in a reasonable amount of time for the Master’s program, I have decided to distribute the questionnaire among 130 garment employees. The questionnaire is divided into two sections. The first section is to collect the demographic profile of respondents (leaders) and the practiced leadership styles from leader perspectives and it includes 25 questions regarding leadership styles. The second

section is to gather the demographic profile of respondents (subordinates), the perception of leadership styles practiced and organizational commitment to leadership styles practiced in privately-owned garment factories. This section includes the questions concerning the demographic profile of employees, 25 questions regarding leadership styles and it includes 18 questions about organizational commitment, and it is measured by five-point Likert scales.

#### 4. Data Analysis

##### 4.1. Analyzing the Leadership Styles

The leadership styles in private-owned garment factories of Ha-meem group are analyzed by transformational, work-oriented and people-oriented leadership styles using a mean score. If the mean score is more than 3, leaders supervise their employees by using this leadership style.

<b>Transformational leadership mean</b>	<b>Mean</b>
I emphasize what others can get for what they accomplish.	3.90
I establish role, responsibility and perspective for each group member.	2.13
I express concern for the well-being of others.	2.17
I help others find meaning in their work.	3.90
I am satisfied when others meet established standards.	3.27
I provide criteria for what is expected of the group.	2.88

The adoption of transformational leadership by leaders and the perception of subordinates on transformational leadership style in Hamim group. The overall mean value is above 3 from the leader's perspective. From leader perspectives, they help subordinates in finding the meaning of their work with the highest mean score of 3.9.

<b>Work-oriented leadership mean</b>	<b>Mean</b>
I express with a few words what we could and should do.	3.90
I emphasize what others can get for what they accomplish.	3.13
I establish role, responsibility and perspective for each group member.	3.17
I express concern for the well-being of others.	3.88
I help others find meaning in their work.	3.27
I am satisfied when others meet established standards.	2.50

The overall mean scores from the leader and subordinate perspectives are above 3.3. Leaders in private-owned garment factories practice a work-oriented leadership style effectively as mean scores are above 3. Leaders adopt the above six statements regarding work-oriented leadership style effectively and efficiently as all the mean scores are above 3. Leaders in private-owned garment factories do encourage group members to do high-quality work because of the highest mean score of 3.308.

People-oriented leadership mean	Mean
Respond favorably to suggestions made by others.	4.0000
Act friendly and fairly with members of the group.	4.0667
Showing concern for the well-being of others.	4.3333
Showing flexibility in making decisions.	4.2667
Disclosing thoughts and feelings to group members.	4.1000
Helping others in the group feel comfortable.	4.0333

The overall mean score from a leader perspective is above 4. It means that leaders do six statements regarding the people-oriented leadership style. From leaders' perspectives, they do show concern for the well-being of others as there is the highest mean score of 4.3333.

#### 4.2. Reliability and Validity

Factors	Cronbach's Alpha	KMO and Bartlett's Test
Transformational	.883	.889
Work-Oriented	.997	.952
People-Oriented	.894	.821
Organizational Commitment	.825	.757

It can be observed that there are reliability and validity among the factors. Cronbach's Alpha value for transformational leadership style is the highest value 0.883 and it is good reliability. The alpha

values for work-oriented and people-oriented leadership styles are above 0.8 and they are good reliability. The alpha value for organizational commitment is 0.825 and it is acceptable reliability. Therefore, these factors are internally consistent and reliable to measure. The sampling data for each variable are adequate because KMO values are above 0.6.

**4.3. Pearson Correlation Analysis**

Leadership Styles	Organizational Commitment
Transformational	.661**
Work-Oriented	.997**
People-Oriented	.677**

All independent variables have a positive linear relationship with dependent variables and all variables are significant at a 2tailed level. The correlation coefficients between transformational, work-oriented and people-oriented leadership styles are 0.661, 0.997, and 0.677. Therefore, all leadership styles are positively significant in organizational commitment.

**4.4. Multiple Regressions**

Variables	Unstandardized Coefficients		Beta	t	Sig.	Support
	B	Std. Error				
(Constant)	2.281	.159		14.336	.000	
Transformational	-.022	.102	-.046	-.218	.032	Yes
Work-Oriented	.002	.093	.004	.022	.028	Yes
People-Oriented	.357	.103	.734	3.467	.001	Yes
<b>R Squared</b>			.293			
<b>Adjusted R2</b>			.269			
<b>F Value</b>			11.943			
<b>P-Value</b>			.000			

The specified model explains the variations of the organizational commitment in the Ha-meem group because the R-squared value is 29.3%. Because the value of the adjusted R-squared is 0.269, the model can explain 26.9% of the variance of the independent and dependent variables. According to the ANOVA result, there is a model of fitness because the significance value is 0.000 and F value is 11.943.

## 5. Discussion

Hypothesis 1 (H<sub>1</sub>) examined the relationship between Transactional leadership and organizational commitment in the Ha-meem group readymade garments industry in Bangladesh. Based on the Multiple Linear Regressions' results, it is shown that  $p=0.032$  which is less than 0.05, therefore it is indicated that transactional leadership is significantly related to organizational commitment and the hypothesis in this study is accepted. The result is in line with prior studies conducted by (Kittikunchotiwut, 2020),(Prasad and Junni, 2016; Jensen, Potočnik and Chaudhry, 2020; Kittikunchotiwut, 2020). The result shows that Transactional leadership is significantly related to organizational commitment in the Ha-Meem group industry. Work-oriented leadership is significant to the organizational commitment in the Ha-Meem group industry. The result of this study is consistent with the past studies (Breevaart and Bakker, 2018; Nguyen, Mai and Huynh, 2019; Chu and Kim, 2021) except for Moghadam et al. (2014). On the contrary, they're greater worried about a planned path with the intention to achieve precise organizational goals (Hong, 2014). Hypothesis 3 (H<sub>3</sub>) examined the relationship between people-oriented leadership and organizational commitment in the Ha-Meem group industry. Based on the Multiple Linear Regressions result it shows that the p-value is equal to 0.001 which is less than 0.05, therefore it is indicating people-oriented leadership composition is significantly related to organizational commitment and the hypothesis in this study is accepted.

## 6. Conclusion and Recommendation

There are several predicaments has been diagnosed during the development of carrying out this take a look at. Several considerable boundaries are to be pointed out so as for the researchers to study and be well known. The first problem confronted in this examination is cultural variations among distinctive races. Every race has very own distinct subculture. So, respondents had a specific mindset in the direction of the acquisition intention for leadership (Hong, 2014). There is a specific age organization respondent so the reaction is exclusive amongst groups. Finally, the time constraint is likewise one of the barriers to this look, the time used to conduct these studies is merely short. due to shortage of time, there are handiest 5 variables had been identified all through these studies, if there were greater time to behavior this research, the outcome of this research might be better.

This thesis studied the effect of leadership styles on organizational commitment in one selected private-owned garment company. Further research should do on other private-owned garment

factories regarding the effect of leadership styles on organizational commitment. Research should do in the comparative form to know which private-owned garment factory leadership styles are able to achieve organizational commitment at the highest level (Nath, Saha and Salehi-Sangari, 2008; Hong, 2014). Today is change-oriented age and the rate of turnover is also high and rate of return is important and these matters can be affected by leadership styles. So, further research should do regarding the effect of leadership styles on organizational change, culture, retention and organizational performance.

This study focused on the factors that affected organizational commitment of Hamim group a Bangladeshi privately owned garments factory; the central objective of this study was to establish the impact of the chosen variables: transformational leadership, work-orientation leadership and people-oriented leadership on organizational commitment in Hamim group a Bangladeshi readymade garments factory. A literature survey was made to form the theoretical premises for the study (Nath, Saha and Salehi-Sangari, 2008; Hong, 2014; Breevaart and Bakker, 2018). The rationale for the study was simply an observation that some employees seem better adjusted and happier at work and are able to cope well with the demands of the working environment while others are not. Another observation is that management seems not to be aware of what motivates their subordinates and to strategically utilize those motivational tools to maintain high levels of organizational commitment. Through the analysis of garments employee organizational commitment can conclude the following: generally, garments follow work orientated leadership and sometimes transformational leadership, people-oriented leadership also brings up commitment to organization. There are 3 key leadership styles affecting organizational commitment: they are: transformational, work-orientated, and people-oriented leadership.

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