

THE RELATIONSHIP BETWEEN PATH-GOAL LEADERSHIP
BEHAVIORS AND GROUP COHESIVENESS

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‘I admit that I have read
this research dissertation and from my view
the dissertation is satisfying in terms of scope and quality to be
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Laporan ini dikemukakan sebagai
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“I admit that this report is my original work except for the summary
and each passage that I had described the sources”

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DEDICATION

I dedicate this thesis to my parents Baswan bin Kasmiran and Sanimah binti Amat Yusof. Without their support and almost love, the completion of this work would not have been possible.

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ABSTRACT

This study will focus on the relationship between Path-Goal leadership behaviors and group cohesiveness in the organizations which is Munchy's Company. There are two main objectives for this study which are i) To identify the most frequent Path-Goal leadership behaviors that being practiced by the organizations, ii) To examine the relationship between path-goal leadership and group cohesiveness. The data will be collected from 100 respondents that are working at Munchy's Company organizations which are located in Industrial Area of Batu Pahat, Johor by using the survey method. A questionnaire sample that was developed by Yulk (1981) and refined by Aminuddin (1992) is used for this study to measure the Path-Goal leadership. While for measuring the group cohesiveness, the study will use the questionnaire that was set up by Dobbins and Zaccaro (1986). The data is analyzed by using the descriptive statistics and inferences. The result shows that Munchy;s Company are practicing the Path-Goal leadership behaviors. Besides that, the study show significant result in Munchy's Company Path-goal leadership practiced toward group cohesiveness which value $r^2 = 0.755$. Result show that there is a significant different on Path-goal leadership behaviour with $p = 0.04$.

ABSTRAK

Kajian ini akan memberi tumpuan kepada hubungan antara tingkah laku kepimpinan Path-Goal dan kesepaduan kumpulan dalam organisasi iaitu Syarikat Munchy ini. Terdapat dua objektif utama kajian ini iaitu i) Untuk mengenal pasti yang paling kerap tingkah laku kepimpinan Path-Goal yang diamalkan oleh organisasi, ii) Untuk mengkaji hubungan antara kepimpinan laluan-matlamat dan kesepaduan kumpulan. Data ini akan dikumpul daripada 100 responden yang bekerja di organisasi Syarikat Munchy yang terletak di Kawasan Perindustrian Batu Pahat, Johor dengan menggunakan kaedah tinjauan. Contoh soal selidik yang telah dibangunkan oleh Yulk (1981) dan ditapis oleh Aminuddin (1992) digunakan dalam kajian ini untuk mengukur kepimpinan Path-Goal. Manakala bagi mengukur kesepaduan kumpulan, kajian ini akan menggunakan soal selidik yang telah ditubuhkan oleh Dobbins dan Zaccaro (1986). Data dianalisis dengan menggunakan statistik deskriptif dan kesimpulan. Hasil kajian menunjukkan bahawa Munchy; s Syarikat mengamalkan tingkah laku kepimpinan Path-Goal. Selain itu, hasil kajian menunjukkan signifikan dalam kepimpinan Syarikat jalan gol Munchy yang diamalkan ke arah kesepaduan kumpulan yang nilai $r^2 = 0,755$. Keputusan menunjukkan bahawa terdapat perbezaan yang signifikan di jalan-matlamat tingkah laku kepimpinan dengan $p = 0.04$.

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LIST OF SYMBOLS

B	=	Beta coefficient
H_0	=	Null Hypothesis
H_1	=	Alternative Hypothesis
%	=	Percentage

LIST OF ABBREVIATIONS

DV	=	Dependent Variable
IV	=	Independent Variable
LBDQ	=	Leadership Behavior Description Questionnaire
RM	=	Ringgit Malaysia
SME	=	Small and Medium Enterprise
SPM	=	Sijil Pelajaran Malaysia
STPM	=	Sijil Tinggi Pelajaran Malaysia

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CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter will provide an introduction to the study beginning with the problem statement, research questions and research objectives of the study. The chapter concludes with the definition of the key terms, significance of the study and its limitations.

Aspects of leadership in the organization since its inception until today have always been a major debate among scholars in the field of management. Through a study conducted by researchers' leadership, creating leadership theory of creation that aims to provide knowledge and awareness of issues related to leadership. While the numbers have different views of management in meaning or style of leadership, they continued to believe that leadership is a very important element in determining the direction of the organization.

1.2. Problem Statement

In every organization, there are many issues to be there. The problem will be the burden of every party if not handled properly. Problems faced require a good solution for any leader in an organization that follows and employees. When defining leadership, things cannot be avoided is connected with aspects of the leadership role. The scholar in the field of leadership believes that the aspects of leadership and management are different both in terms of character or role. However, in terms of management, we need to understand that the position came with power management allows a manager to take a leadership role but we must realize that not all leaders are managers or not all managers are leaders.

Efficient leadership behaviors that are the lifeblood of an organization of excellence, but otherwise the organization will be faced with critical issues. Diversity in terms of leadership behaviors actually invited to the leadership itself conflict where none of the recognition of the superior leadership behaviors that can be achieved, have put the situation of managers in the organization confused with the leadership style of their own behavior. However, every manager in the organization would be wise to consider all factors before acceptance of a form of leadership behavior is practiced.

Ideally, each organization has its own unique leadership style. Experience of leadership behavior is often believed by all the managers are able to control the behavior of its employees. However, many previous studies have found a more autocratic leadership have negative effects on motivation, job satisfaction and work performance. Thus, the approach is the most practical behavior? Based on data from these studies have been executed previously, behavioral approach to human relations-oriented leadership is the answer to the issue of the above. Based on several studies on the organization, path-goal leadership behaviors have been adopted by many managers (Azmi, 1997).

However, the effectiveness of a behavioral leadership cannot be verified as effective behavioral variables should not connect these leadership behaviors and other variables which act as a measure of the effectiveness of the leadership behavior. To measure the effectiveness of a behavioral leadership, there are many variables which can be coupled with the leadership behaviors such as Abdul Rahim (2000) has used the variable commitment, Teng (1995) has chosen variable performance, Roziky (1996) has used the variable job satisfaction, and Farell (1993) has chosen variable expenses.

In this study, researchers interested in using group cohesiveness as a variable which serves as the measure of the effectiveness of Path-goal leadership behaviour. This variable was chosen because researchers feel the importance of this climate is practiced in an organization in creating a work environment that is more competitive. In addition, the group cohesiveness exists when the employee managed to increase contact and closeness among the members of the group cohesiveness can be identified through the mutual understanding, self-awareness, mutual acceptance, cooperation, compromise, consensus and a sense of belonging (Mansur and others, 2001). Specifically, the variable group cohesiveness can be a give and take approach. Group cohesiveness direct function of individual employees understands the role of chairman, establish a good relationship, to cooperate, compromise and so on.

Based on the research topic, this research paper will answers on questions or problems as stated earlier in the problem statement section. Therefore, two research questions which would indicate and identify the two core ideas are:

- i) What are the most frequent Path-Goal leadership being practiced by manger of the organization?
- ii) What are the relationship between Path-Goal leadership and group cohesiveness?

1.3. Research Objectives

There are two main objectives to be achieved for this research and act as the focal point for the study. These two objectives will cater the problems which has stated in the previous chapter. The objectives for this research are:

- i) To identify the most frequent Path-Goal leadership behaviors that being practiced by the organization.
- ii) To examine the relationship between path-goal leadership and group cohesiveness and the impacts.

1.4. Hypotheses of Study

Hypothesis is a testable proposition stating that there is a significant difference or relationship between two or more variables (Saunders et. al, 2012). The hypotheses are:

H₀: There is no significant relationship between Path-Goal leadership and group cohesiveness in organization.

H₁: There is significant relationship between Path-Goal leadership and group cohesiveness.

1.5. Scope of Study

There are many theories on leadership such as contingency theory, leader-member exchange theory, and transformational vs. transactional leadership, but for this research paper it focusing only on an approach called as Path-Goal theory by Robert House. The theory which was discovered by House will be the roots and foundation for this research. Then, the study will acknowledge the dependency of group cohesiveness on the leadership behaviors, specifically the Path-Goal leadership behavior that being further divided into four dimensions which are directive leadership, achievement oriented leadership, supportive leadership and participative leadership.

The scope of research will only focus on leadership behaviors as the independent variable and group cohesiveness as the dependent variable. As the previous researchers had stressed on individual performance which is the leader himself to measure the path-goal theory, this study will focusing on both parties where the perceptions of the followers on their leader will be the best indicators for this theory. This study will be conducted only in Malaysia and the suggested target participants of the research are the private sector organization which is the Munchy's Company in Johor.

1.6. Limitations of Study

The sample for this research is limited to the manager of the Munchy's organization at Batu Pahat, Johor. The results from this research might not be generalizable for other organizations or set of population. Based on several constraints such as time, financial, and confidentiality of organizations, the sample taken are only from Johor, specifically in Batu Pahat Industrial zone. This research will utilize the survey method to achieve the stated objectives by using the closed questionnaires instrument. The sincerity and truthfulness of the research's subjects in filling the questionnaire forms are beyond the researcher's control.

1.7. Significance of Study

1.7.1. Knowledge Views

Leadership aspects are the important issue that regularly being discussed by most of us especially the academicians and politicians. However, the leadership concept is too broad to be discussed in a research; therefore the researcher is focusing on an aspect of leadership in order to achieve the desired understanding. This research is hoping to develop some ideas or understanding on the current views of researches that related to leadership behaviors. Besides that, it also used to add and diversify the previous researches views and acts as the additional information and supporting opinions for local researches and global researches that study the leadership behaviors aspects. The researcher is hoping that this research is able to create new ideas, generate information and acts as the additional reference to the future researchers and the academicians that want to study on this specific Path-Goal leadership theory.