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**THE RELATIONSHIP BETWEEN PATH-GOAL LEADERSHIP AND GROUP
COHESIVENESS**

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THE RELATIONSHIP BETWEEN PATH-GOAL LEADERSHIP BEHAVIOR AND GROUP
COHESIVENESS

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DECLARATION

“Hereby, I declare that this thesis entitled “The Relationship between Path-Goal Leadership Behavior and Group Cohesiveness” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree”

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DEDICATION

I dedicate this thesis to my beloved parents which are Amlan bin Rahim and Zarina binti Ahmad, who always support me during to complete this research. They also given advices, financial and moral support in order to motivation me during to this research until now. Thanks also to my Supervisor, Panel, Families and friends for always support and help me in this research.

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ABSTRACT

This study will focus on the relationship between Path-Goal leadership behaviors and group cohesiveness in organizations which is Infineon Technologies at Melaka. There are three main objectives for this study which are to identify the most frequent Path-Goal leadership behaviors that being practiced by the organizations studied, to examine the level of cohesiveness for the group in organization and to identify the relationship between path-goal leadership and group cohesiveness and the impacts in the two organizations involved in this research. The data will be collected from 80 respondents that are working at Infineon organizations which are located in Industrial Area of Batu Berendam, Melaka by using the survey method. The data is analyzed by using the descriptive statistics and inferences. Result shows Path-Goal Leadership behavior been practiced in Infineon Technologies. Result shows the most frequent Path Goal Leadership behavior being practice in organization studied is supportive leadership with mean value 4.01. Result also shows the level of group cohesiveness is high with mean value 3.77. Beside, study show significant result Path-Goal Leadership behavior practiced toward group cohesiveness which value $r^2=0.218, P<0.001$.

ABSTRAK

Kajian ini akan memberi tumpuan kepada hubungan antara tingkah laku kepimpinan Path-Goal dan kesepaduan kumpulan dalam organisasi yang Infineon Technologies di Melaka. Terdapat tiga objektif utama kajian ini iaitu untuk mengenal pasti tingkah laku kepimpinan Path-Goal paling kerap yang diamalkan oleh organisasi belajar, untuk mengkaji tahap kesepaduan kumpulan dalam organisasi dan untuk mengenal pasti hubungan antara kepimpinan jalan-matlamat dan kesepaduan kumpulan dan kesan di kedua-dua organisasi yang terlibat dalam kajian ini. Data ini akan dikumpul daripada 80 responden yang bekerja di organisasi Infineon yang terletak di Kawasan Perindustrian Batu Berendam, Melaka dengan menggunakan kaedah tinjauan. Data dianalisis dengan menggunakan statistik deskriptif dan inferens. Keputusan menunjukkan tingkah laku Kepimpinan Path-Goal telah diamalkan di Infineon Technologies. Keputusan menunjukkan tingkah laku Kepimpinan Laluan Matlamat yang paling kerap diamalkan dalam organisasi yang dikaji adalah kepimpinan menyokong dengan nilai min 4.01. Keputusan juga menunjukkan tahap kesepaduan kumpulan adalah tinggi dengan nilai min 3.77. Di samping tu, kajian menunjukkan hasil yang signifikan tingkah laku Kepimpinan Path-Goal diamalkan ke arah kumpulan kesepaduan yang nilai $r^2 = 0.218$, $P < 0.001$.

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LIST OF ABBREVIATIONS AND SYMBOLS

H0	= Null (rejected)
H1	= H one (accepted)
IV	= Independent Variable
IVA	= Directive Leadership
IVB	= Achievement Oriented Leadership
IVC	= Supportive Leadership
IVD	= Participative Leadership
DVE	= Group Cohesiveness
DV	= Dependent Variable
SPSS	= Statistical Package for Social Science
%	= Per cent
<	= Greater-than
>	= Less-than
=	= Equals

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CHAPTER 1

INTRODUCTION

1.1 Introduction

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

1.2 Research Background

Every organization or company needs both leader and the employees to build the company successfully. They have their own role to achieve the company performance. Before organization set their goal they have to select and identify the best leader and employees to ensure that the organization objective will be achieve. The traditional focus on “individual leader as hero” is shifting to collective, boundary less and connected leadership across the organization. For example, the Scandinavian Leadership Model which is characterized by respect for the individual has a strong bias toward multiple stakeholder engagement (Buus, 2014). In recent year, (Swensen et al.,

2016) define the leadership is a social process to engage colleagues, individually and in teams, to face challenges, and then work together to advance mission-aligned goals. Leadership styles and approaches can vary.

In recent study, (Allio & Allio, 2013) agree that the act or process of leading requires leaders, followers and the context or situation. Often there is a cause behind which both leaders and followers unite. Leaders and followers then collaborate to choose a course of action; leaders depend upon followers to implement their agendas. Leadership manifests when the designated or nominal leader and the followers interact in a particular context and culture, usually working together in a common cause to produce a significant decision or action; the specific leadership event actually occurs periodically in the interstices or at the interfaces between the leader and follower or stakeholder. The leader can emerge in different places in the organization as the need arises and latent leaders step forth. What we perceive to have been a leadership act on the part of the nominal leader such as the CEO, for example, may well be the result of an action taken by a follower or group of followers at some other place or time. In order to measure the significant impacts of different leadership styles on organization, therefore researcher chose group cohesiveness as the dependent variable for this study to evaluate the impact of the Path-Goal leadership styles.

1.3 Definition of Key Terms and Concept

I. Leadership

Leadership is the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring. Moreover, leadership is setting the tone of an organization, the broad objectives and long term goals will come from the leader, and then managers need to execute on a plan to attain them. Leadership is not necessarily getting caught up in all the details but rather setting the plan and inspiring people to follow them.

II. Path Goal Leadership

The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal (House, Mitchell, 1974). The goal is to increase the employees' motivation, empowerment, and satisfaction so they become productive members of the organization. Path-Goal is based on Vroom's on 1964 expectancy theory in which an individual will act in a certain way based on the expectation that the act will lead an outcome and on the attractiveness of that outcome to the individual. The path-goal theory was first introduced by Martin Evans in 1970 and then further developed by House in 1971.

III. Group cohesiveness

It is the degree of attachment of the members towards the group and the member act together whenever they face any threat from external environment. In other words, cohesion can be more specifically defined as the tendency for a group to be in unity while working towards a goal or to satisfy the emotional needs of its members. This

definition includes important aspects of cohesiveness, including its multidimensionality, dynamic nature, instrumental basis, and emotional dimension.

1.4 Problem Statement

In this research, the problems have been identified is from the employees. Many employees feel stress when they do not feel suitable with the leadership style. According to Gill et al 2006 employees' perception of stress is linked to leadership style. Plus, (Bai, 2013) stated that based on the self-verification theory (Swann et al., 2004), when a person feels that his/her viewpoints were challenged by his/her team members, he/she may assume that his/her abilities were being negatively assessed. Gradually, members would perceive each other as closed-minded and aggressive, which ultimately lead to discontent, stress, frustration and conflict in relationship (Dijkstra et al., 2005; Simons and Peterson, 2000). It shows the role of leadership is important to overcome problem among employees with leadership style.

The shift from individualized work structures to teamwork has spread throughout the organization and the rise of group-based work structures is perhaps one of the most vital characteristics of contemporary work places (NRC,1999; West, 2004). The shift would influence the leadership style of the organization leaders because the leader might have changed his old leadership styles to adapt with current environment to make the team successful. The new working environment and the increasing number of graduated employees lead to a bigger question for a leader, what type of leadership style is suited the best with the employees. So, this lead the research to examine in detail the Path-Goal theory as it stressed on the adaptation of the right leadership styles in a different circumstances in order to increase employees commitment and job satisfaction.