

This research was carried out with the intention of examining the relationship between leadership behaviour and organizational commitment in co-operative societies. Various past literatures supported the relationship between leadership and commitment where leader's style do have influence on employee's commitment. 360 samples were collected from various co-operatives located in Peninsular Malaysia. Walk in was done in selective co-operatives to have some guidelines and discussions with employees and leaders. Apart from Autocratic and Participative Leader's behaviour, this paper is also intended to examine if nurturant task leadership developed by Sinha (1980) can be applied in cooperative societies. The nurturant " task has been found suitable for Indian organizations (Ansari, 1986, 1990; Sinha, 1980, 1994) and due to the similarities between Indian and Malaysian organization, the nurturant task can be applied in Malaysia. The dependent variables of employees commitment was examined using Meyer and Allen's (1997) Three Component Model of employee commitment (affective, normative and continuance). Factor analysis was carried out prior to the analysis to suit the Malaysia setting. Respondents have similar understanding of Nurturant Task and Participative where these two variables are later merged in the analysis part to become one. These variables were name as Nurturant Task + Participative (NTP).8 Regression analysis was analyzed that showed mixed results of leadership style. NTP has inverse relation with Affective Commitment, while autocratic leaders showed no significant relationship. However, NTP and Autocratic leaders both showed positive significant results with normative and continuance commitment of employees. Tenure was found to be high among new and experienced employees if the leaders adopted high level of NTP behaviour. Experienced employees possessed more stable high commitment regardless of leaders behaviour, however new employees commitment are totally dependent on the leader's NTP behaviour. Overall findings from this study suggest, autocratic and NTP do play important roles in determining the levels of employee's commitment. Leaders should consider in matching both leadership styles based on the situation of their subordinate. NTP was also found to be significant in promoting new employees commitment. Since no similar research has been done in co-operatives, this finding may contribute to the understanding and improvement of employee's commitment in co-operative societies in Malaysia.

Reference

[Observing Children in Their Natural Worlds: A Methodological Primer, Third Edition](#)

[Method Meets Art, Second Edition: Arts-Based Research Practice](#)