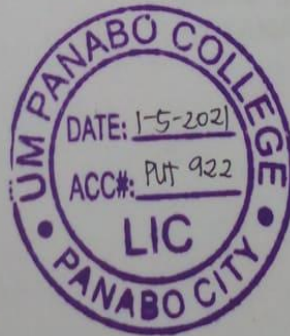


**IMPACT OF LEADERSHIP STYLE ON EMPLOYEES' COMMITMENT
AMONG SELECTED COOPERATIVES IN PANABO CITY**

A Thesis
Presented to
The Faculty of UM Panabo College
Panabo City



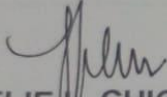
In Partial Fulfillment
Of the Requirements for the Course
Human Resource Research
(HR 324)



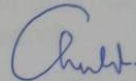
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ACCEPTANCE SHEET

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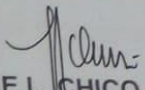
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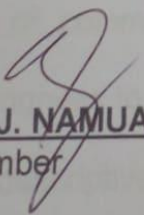
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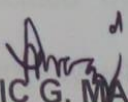

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PANEL OF EXAMINERS

Accepted and approved, after examination during the final defense as per requirements of Human Resource Research.

Favourably endorsed for approval to Dr. Liezel V. Chan, Dean of College of (UMPC) UM Panabo College, Panabo City.


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ABSTRACT

This study aimed to examine the relationship between leadership style and employees' commitment among selected cooperatives in Panabo City. The independent variable of the study is Leadership Style with the indicators of transformational, transactional, autocratic, laissez-faire leaderships. The dependent variable of the study is commitment with the indicators of identity with the organization, willingness to stay, organizational loyalty. This study applied a quantitative non experimental correlational method for sampling thirty-eight employees in selected cooperatives in Panabo City. This study employed survey questionnaires of both variables. Moreover, the statistical tools used in interpretation of data were weighted mean and Pearson-r. The over-all mean for the level of leadership style is 4.06 with the descriptive equivalent of moderate which is indicated by transformational, transactional, autocratic, laissez-faire with the mean of 4.49, 4.30, 3.49, 3.59 respectively while the level of commitment which is indicated by identity with the organization, willingness to stay, organizational loyalty with the overall mean of 4.50 with the descriptive equivalent of very high. The findings show that there is a significant relationship between Leadership Style and employees' commitment among selected cooperatives in Panabo City.

Keywords: *Leadership Style, Transformational, Transactional, Laissez-Faire, Employees' Commitment, Identity with the organization, Organizational loyalty, Willingness to Stay.*

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Above all, to our Almighty Father the heavenly Creator for the undying love by providing in all aspect wisdom, knowledge and endurance for this academic endeavour.

DEDICATION

We are humbly dedicate this thesis, to our beloved Heavenly Creator who had been our immanent source of everything. For the knowledge and wisdom, courage and strength,steadfast and for us to make strenuous efforts to finish this reaserch. Second, to our parents who have been showing their undying supports and unconditional love, to their motivational support as well as emotional, spiritual, throughout the journey of this thesis and our lives as a whole. Third, to our great and respected professors, especially to our adviser for sharing their insights and knowledge by making this study possibly done despite of their occupied and busy schedules .Lastly, to our classmates and friends for their positive impact they have shared to us, you guys are great. We are thankful to those who gave their prayers for this study.

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Frince D. Salas

Dominic Jay A. Simon

Katrina B. Albios

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Chapter 1

THE PROBLEM AND ITS SETTING

Background of the Study

In highly competitive market, when workers are committed to the goals of the company and work as productive employees every company will perform at highest level. One of the challenges faced by modern companies is to maintain employee commitment in the current business environment. Due to lack of commitment the whole organizational goal is affected and it ended up with employee turnovers.

Today Nigerian firms are experiencing a somewhat vague organizational environment with a multitude of issues that have made it operationally difficult to retain commitment of employee and motivation. That has contributed to the urge of the workers to transfer in seek of this vague fulfillment from one company to another (Aginah C; Ahiuzu L.U. and Bipelese E,2017).

In Panabo City, primarily in Pera MPC encountered an employee commitment issue in which it influenced the company's results due to the relationship with the manager. The boss undermines the staff when performing the task that led to a choice by the staff to quit the job (Daugdaug, Timbienn and Ararao, 2018)

Thus, the researchers are motivated to conduct a study about leadership style and employees' commitment among selected cooperatives in Panabo City.

Statement of the problem

This study aimed if there is a significant relationship between leadership style and employee commitment among selected Cooperative in Panabo City specifically, it sought to answer the following:

1. What is the level of leadership style among selected cooperatives in terms of :
 - 1.1. Transformational Leadership;
 - 1.2. Transactional Leadership;
 - 1.3. Autocratic Leadership; and
 - 1.4. Laissez Faire Leadership?
2. What is the level of employees' commitment among selected cooperative in terms of:
 - 2.1 Identity with the organization
 - 2.2 Willingness to stay
 - 2.3 Organizational Loyalty?
3. Is there any significant relationship between leadership style and employee commitment among selected cooperatives.

Hypothesis

The hypothesis of this study was tested at 0.05 level of significance.

There was significant relationship between leadership style and employees' commitment among selected cooperatives.

Theoretical and Conceptual Framework

This study is anchored in the theory of Wiza and Hlanganipai (2014) studies that showed that leadership styles are factors of employee commitment and that the organization's leaders can ensure the desired

results by noting this by the leaders of the organization will ensure desired outcomes.

This study is further supported by the theory of (Famakin and Abisuga, 2016) that leadership style that enhanced employee commitment throughout construction project implementation. As shown in the conceptual paradigm of the study in figure 1. The independent variable is leadership style, indicated by *transformational leadership* - is defined as an approach that causes change in individuals and social systems; *transactional leadership* - promotes compliance with existing organizational goals and performance expectations through supervision and the use of rewards and punishments; *autocratic leadership* - is a management style wherein one person controls all the decisions and takes very little inputs from other group members; and *laissez-faire leadership*- is a method that assesses the unique talents of each employee, and assigns responsibilities accordingly.

Moreover, commitment is the dependent variable of the study indicated by *identity with the organization* -defined as a set of statements that organization members perceive to be central, distinctive, and enduring to their organization, *willingness to stay*- is defined as employees' intention to stay in the present employment relationship with their current members on long term basis; and *organizational loyalty* - defined as loyalty towards organization and refers to their adoption of the values, attitudes and beliefs of the organization and their willingness to exert additional effort to achieve the goals and objectives of the organization.

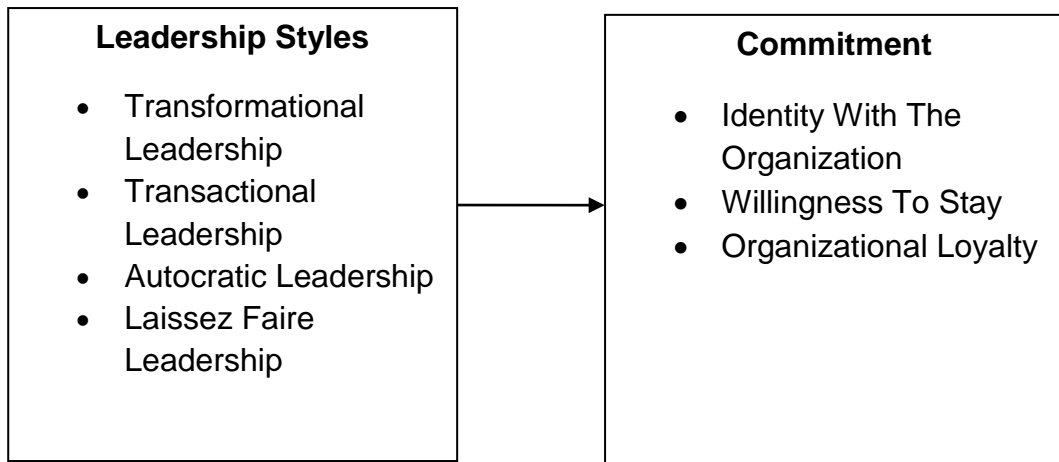
DEPENDENT VARIABLE**INDEPENDENT VARIABLE**

Figure1.The Conceptual Framework showing the Variables of the Study.

Significance of the Study

This study is significant for it would be provide valuable information and benefits to the following:

Employees .The result of the study will help as staff guidance on how relevant it is leadership style on their commitment.

Top Management .The result of the study will serve as guide to top management among selected Cooperatives in Panabo City to improve the commitment of their employees.

Researchers. This study may improve the knowledge of the researchers about the leadership style and commitment.

Definition of the terms

This section discussed the various interpretation of terms present in this thesis proposal. The subsequent words are at this moment, defined by the concept of the study.

Leadership Style. It refers as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates (Mitonga-Monga & Coetzee, 2012). In this study, it refers to transformational leadership, transactional leadership ,autocratic leadership and laissez-faire leadership.

Commitment. It refers to comparative strength of an individual's association with an organization's involvement in the scheme. In this study, it refers to identity with the organization, willingness to stay, organizational loyalty (Githuka, 2017).

Chapter 2

REVIEW OF RELATED LITERATURE

Presented in the section are the various concepts and ideas from the different authors that are relevant to the study.

Leadership Style

C. A., Wu, J. B., & Scandura, T. A. (2009) leadership styles have become an important focal point in the corporate world, and many social scientists see leadership style as a crucial element in influencing how individuals function within an organization. Moreover, leadership style is the leader's method to offer direction, management strategies, and encouragement to people like leadership; developing leadership style has various definitions. Some scholars find leadership styles to include a combination of strengths, characteristics, behaviors, and capabilities that leaders use when dealing with subordinates (Jeremy, M., Melinde, C., & Ciller, 2012).

Furthermore, Messik and Kramer (2004) firmly believed that the degree to which a person exercises leadership lies in his or her personal skills and attributes the environmental characteristics and circumstance in which the person perceives himself. Additionally, leadership is a mutual mechanism that is socially mediated by leaders and subordinates in order to achieve organizational objectives and leadership as a managerial behavioral pattern geared by combining individual and organizational purpose and impact and purpose to achieve those goals (Ngodo, 2008; Breen, 2006).

Moreover, Alkhatani (2016) conceptualized leadership is a central element in managing and governing workers and organizations and can be

seen as a collection of corporate performance, habits, skills knowledge focused on individual and organizational beliefs, leadership goals, and employee productivity in various circumstances and leadership includes manipulating other peoples' dedication to achieving them. Additionally, found that leadership styles have a major impact on two of the three types of employee commitment, thus suggesting that focus be given to styles that enhanced employee commitment throughout construction project implementation (Famakin and Abisuga, 2016). Similarly, according to Michael (2011), the degree to which such groups are active players of these organizations depends greatly on whether the organization's leaders persuade members that their participation can accomplish predefined objectives, and holds that leadership may have a direct impact and relationships on organizations and the productivity of an organization. Consequently, Lussier and Achua, (2010) emphasize leadership style includes a variety of words and that it is a mixture of attitudes, skills, knowledge used by leaders to communicate with employees that describe leadership style as to execute strategies, give guidance and inspire people, and believe leadership style relates to the relationship in which a person is involved.

Moreover, Puccio, Mance, and Murdoch (2011) believe that leadership inspires change, but creativity is a process that leads to change. Energizing others in a better direction and engaging them in innovative ideas are leadership hallmarks that can drive organizational change. Chowdhury (2014) also emphasizes leadership is essential for every organization. It includes identifying a team's mission and communicating it to employees, encouraging them, inspiring them, and enabling them to achieve high levels of

performance. In the same way, the leader focus has remained to individual differences, then a sense of fair play is experienced contributing to enhanced commitment and leadership is a key factor in managing and controlling employees and the organization and can be seen as a series of managerial attitudes, behaviors, skills, and knowledge depending on individual and institutional value systems, management goals and values (Alkhatani, 2016).

Transformational leadership

It is described as the kind of leadership that points out a real direction for their companies and states that transformational leadership is a leadership style used by leaders to adapt to a changing environment through recognizing those who pursue the problems of the organization through motivation, encouragement, and enthusiasm to achieve the highest standards of clear vision to realize common goals (Trofino, 2000 ; Kirkan, 2011).

Furthermore, as past research shows that commitment is influenced by the behavior of consumers, their performance outcomes, motivation and performance, and transformation leadership are significantly correlated to some of these, that strengthen the degree of loyalty at both employee and organizational level and perceived transformation leadership as leadership that extends above recognition and rewards, critically and innovatively creates and supports staff and turns their problems through an integral part of organization. Transformational leadership design directly influences employees' dedication to the company. Latest studies on the impact of leadership style on employee performance engagement have made clear which transformative leadership style has such a significant influence on

employee commitment (Jean Lee 2005; Mert S.I, Keskin, N and Bas,T., 2010;Dumdum, 2002; Conger; 2002).

Staff can effectively start sharing their expertise when organizations use transformative leadership style to wrap up that transformational leaders have strong interpersonal skills and appear as experts of community cohesiveness, it also strengthens each motivating factors and principles of their members and transformative leadership elevates ambition and turns individuals and corporate structures into new, High-efficiency trends. The nature of transformational leadership is embodied in passionate members of leader and her or his concepts (Schermerhorn, 2008; Behery, 2008).

Moreover, Bass and Riggio (2006) identified transformative leaders as those people who've been capable of empowering and motivating their teams to achieve extraordinary needs and create leadership skills in the process. In the same way, this leadership style positively impacts the commitment of followers. Different observations have been made as they discovered that it has indeed optimistic and important correlations between the transformational style and organizational commitment (Mert S. I, Keskin, N and Bas, T.,2010; Tseng and Kang, 2008).

Warrick (2011) stated that organizational structure reform efforts transformation leader is main staff to form of leadership also has to reshape organization culture as needed, however, this concept is yet to be promoted while some companies are accustomed on key leadership style and transformation leadership was selected for its creative approach and efficient and helpful way (Fairholm, 2001).

Transactional Leadership

Transactional leadership is a definition of the legal agreement among both the leader and the team members, depending on the particular strengths (Winkler, 2010). Moreover, as indicated by Avolio and Bass (2004) transactional leadership consists of three components: contingent reward, active management by exception, and passive management by exception. Transactional leadership is a definition of the legal agreement among The contingent Incentive has everything to deal targets and progress standards for its members, as well as using incentives and promotional offers as motivation to bring them to again to the expected outcomes. (Akram, T., Lei, S., Hussain, S. T., Haider, M. J., &Akram, M.W., 2016).

Active management by exception pertains to constant watch via each leader to ensure activities get completed, difficulties are detected and resolved, and methods are improved (Gill, 2012). *Passive management by exception* is reinforced when managers are open, and then when concerns occur. These leaders have responded if a problem appears. (Yahaya & Ebrahim, 2016).

Furthermore, Yulk (2007) claims that transactional leadership style becomes a type of leadership focused exchange among superiors and followers. Transactional leadership encourages and controls workers by trading a specific result for compensation. The subordinate pledged to receive benefits in a transaction when the employee to fulfill his obligations in compliance with it with contracts. He helps the workers to function, in other words. Furthermore, transactional types of leadership may have a beneficial or harmful effect on results. This matters on employee appraisal, a beneficial

effect will happen if subordinates favorably judge transactional leadership and an adverse consequence may arise if employees believe that transactional leadership styles could not be accepted since they don't uphold their intentions, deceptive or untransparent (Ayango,2015).

According to (Munaf, 2011) transactional leadership is dependent on uncertain reinforcement, and employees are encouraged by appreciation or checked by discipline because of this reciprocal arrangement, the anticipated accomplishment of the results contribute subordinates. Similarly, Wright and Pandey (2010) significantly contributed to recognizing leadership for further application of transition strategies across the organization design process. Literature indicates the impact of psychological intelligence and personal characteristics on transformative leadership assets that indicate success for the employee. Choi et al(2016) research at Malaysian hospitals indicates that staff contentment is influenced by confidence and constructive leadership (Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. ,2016).

In addition, while Ivey and Kline (2010) stated, "Transactional leadership is described by interactions of leaders and subordinates, in which leaders share principles with subordinates promote the interests of their respective leaders and subordinates. Hargis, M.B., John D. W, and Chris P.,(2010) claimed that transactional leaders are not focusing on future conceptual strategy but with procedures. These kinds of leaders are based on contingent reward or contingent punishment. Contingent incentives (like admiration) are granted if the organizational objectives are achieved on schedule, in advance or to maintain employees operating at a great pace during accomplishment at different times.

Autocratic Leadership

Moreover, Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Faiz., M. S. (2012) autocratic leaders called authoritarian . They ignore feedback form all other subordinates and do never care for their well-being. Likewise, Kaplan and Kaiser (2003) stated that autocratic leaders are usually the typical forms of "do this as I suggest" such leaders maintain for themselves the decision-making privileges of leadership delegated to them by others in the form of a new role including the handling of individuals. Such types of leaders compel their followers to carry out programs and policies according to the personal view of what performance is. Similarly, autocratic leaders are assumed to give their valuable time for their managers to lose, and not pursuing a common dream. This style of leadership removes change, dedication, and concept. It is believed that subordinates of authoritarian leadership make an offer their time while they start preparing for their leaders to struggle (Michael, 2010).

Additionally, an autocratic leadership style is the control of the leader is ultimately decided, because complete control lies in the leader. The leader takes judgments on his own; assumes accountability for the company's outcomes, accomplishments, and actions. Colleagues are expected to obey orders and guidelines solely from the boss. The co-workers are also allowed to enforce the instructions and choices of the leader and respectively. The leaders interact with followers in a written document and formally. It is assumed that the authoritarian management model is suitably applied to activities that desperately need achievement. This leadership style is distinguished by the nonlinear avenues of communicating. Leaders following

this style of leadership are quite concerned in the input from employees (Kaplan and Kaiser, 2003).

Ronald (2011) described that its value of autocratic leadership of this sort when, in moments of tension or crisis, workers are highly probable to be instructed clearly what response is needed and are thankful if anyone can continue to take charge of what may be a stressful situation, and therefore very successful when important economic judgments or deeds are required. The autocratic leadership commonly has such an accurate and in a timely judicial procedure with a strong focus on punishments for failure to comply, specifies prescribed policies, procedures, guidelines, and objectives. quite have a little involvement and interaction between colleagues expected in this environment. Autocratic leadership style opined by Maqsood, Bilal and Baig (2013) that notable for sole oversight among most choices, and fairly low employee feedback. Autocratic leaderships usually create decisions relying on their personal opinions and judgments, and seldom consider followers' suggestions. Autocratic leadership might be nice on any occasions, however, it might be other moments whereby the form of leadership could be a cause for failure, and that is why leaders who misuse the utilization of autocratic leadership are also seen as a dictatorship. Creative concepts can mystify companies by using authoritarian leadership and this stems from employee reluctance to participate since they're not informed (Northouse, 2015).

Confronted with the desire to reach a choice, an autocratic leader is someone who will figure out a solution on his behalf for the entire team. The autocratic leader will usually resolve the issue and take decisions for the group using insights and what they believe is required or most essential to

help the most members of the group at a certain moment (Val and Kemp, 2015).

Most people like to view of this type as something of order and controlled, utilizing terminology that is insulting, led by intimidation, and abusing their power or authority. This is not the authoritarian style, but instead an aggressive, inappropriate style that is labeled "bossing people around (Clark, 2015). In the beginning, that style of leadership is successful and delivers a positive outcome. However, argued Cherry (2015) when this sort of leadership conduct is imposed on a long-term basis, without taking into account the standard of human resources and a requirement for the autonomy of partners, it becomes a significant constraint in the organization's success. This leadership style, marked in each direction lines of interaction, shows that authoritarian leaders are not particularly focused input, and workers have little leverage and influence anything on decision procedure. In addition, prior leadership experts according to DeLong (2009) have described offering based rewards upon on achievement of agreements commitments as a reason for employee productivity. This primary action reflects autocratic leadership as it exploits the firmly established ideas of the trade conduct of authoritarian leaders. The contracts or partnerships involved in the conditional remuneration can be tangible commodities (e.g., wage minimum wage increases) or intangible (e.g., promotion) the autocratic style of leadership according to Gosnos and Gallo (2013) defined by workers who are often interested in the decision-making process; certain choices are taken without the staff's approval and they are often managed 'with an iron fist.' People are always unsparing and some of the moment fail to justify their behavior.

Leaders also ignore mutual understanding with employees. According to Ardichvili and Kuchenke (2010) and Egwunyenga (2010) believed that an authoritarian style rarely permits employee choices and that the supervisor is normally quite distant to workers. It is management enforced on a company and is occasionally referred to as exploitative leadership (Baughman, 2008).

Laissez-Faire Leadership

Dessler and Starke (2004) illustrate that the laissez-faire method to leadership seems to be the concept that respondents must be capable of working out problems without too much additional supervision and work their way through endeavors. These types of leadership would give much less assistance once trying to deal with team concerns on the mission, allowing party members to come up with their own strategic choices. To encourage group problem-solving and crucial concepts, the autocratic leader would be taking an extremely not to interfere leadership style, not requiring members to rely on the last verdict for the leader. Furthermore, the leadership style of laissez-faire is adopted by incredibly casual leaders whom encourage their team to act immediately they feel is important (Kippenberger, 2002).

Moreover, Gopal and Chowdhury (2012) laissez-Faire leadership is a distant kind of style of leadership, perceived as rarely concerned concerning the problems of somebody else. There's no commercial partnership among the founder and the members. It refers to such an administrative style focused on unneeded wherein basic decisions aren't created, tasks are postponed, effort responsibilities are ignored, and control is neglected. The French term means 'letting things be' has utilized to identify a leader who chooses to allow his or her subordinates in doing their tasks. This may be successful when the

leader tracks what has been done is constantly discusses that about his or her group. Laissez-faire functions quite frequently for learning in which persons are a highly trained and expert beginner. Sadly, it may also apply to moments where leaders do not exercise adequate command as described by (Deci and Ryan, 2002) a freehand leader does not give direction, but leaves the group alone as presented, such a leader enables the highest independence follower. They are given a free hand to decide their procedures and strategies. The unrestricted rein leadership style is perceived stronger than authoritarian leadership (Blake and Mouton, 2008).

In its more inactive structure, the pioneer either trusts that issues will emerge before making a move or makes no move at all and would be named detached avoidant or free enterprise. Such uninvolved pioneers abstain from indicating understandings, explaining desires, objectives, and guidelines to be accomplished by subordinates. Free enterprise has been related to negative results like pressure and demotivation (Yang, 2015).

Commitment

According to Neininger et al.(2010) commitment is a notion one which mutual benefit exists either from a company and its workers, which has a major impact in believing, exchanging beliefs and participating in the role for prolonged development and production company by strong working relationships with managers and with the company but also with a group. Also, Hunjra (2010) confirmed that dedicated workers who also are genuinely responsible for contributing effort and attention to the achievement of company goals are increasingly viewed as the most important asset available in a company, stressing that employee commitment is "in which since has the

desire to continue in operation and the resistance to switching initiatives, also out of a feeling of responsibilities to remain in the path. In the same way, employee commitment also as level with which workers interact with their company and contribute positively toward the achievement of the company's aims and purposes (Vance, 2006; Hunjra, 2010).

Furthermore, Alkhatani (2016) suggested that the commitment to each company is related towards the obligation that might affect the efficiency, actions, and competitiveness of the employees and expound that employee commitment creates a substantial function towards the achievement of every organization in the degree of devotedness that employees perceive in the organization, their eagerness to do their duty on the name of the organization. Dey (2012) stated that it is possible that this could remain within the company and suggested which loyalty to the company is related to either the duties that something that affects the efficiency, actions and effectiveness of employees (Alkhatani, 2016) and regarded commitment also as the obedience of committed and dedicated workers and persistence to achieve the company's goal (Richard, 2004).

Lowe and Barnes (2002) affirmed that there is a connection when it comes the actions of the supervisor and the level of commitment of its followers, asserted that when the supervisor handles the staff so well concerning their success and interest, then the level of commitment increases, thus, minimizing the possibility for the staff of leaving the company as a response. Moreover, which when the leader of the staff member inspires them to engage interest in the decision-making process and to accept into account their responsibility as well as to ensure sufficient advancement and

internship, he may owe them an excellent deal of dedication. (Salma and Sarminah 2012; Keskes, 2014).

Identity with Organization

Aust (2004) describes that identification of organizations is the profoundly perceived and naturally formed understanding about who the company is of followers. As a consequence, it is highly vulnerable to coercion and asserted that the real character of a company can only be identified by the exploration of honest opinions of participants about who and what the entity is. Also with this, recent tries to connect identity and commitment have proposed that maintaining an organizational identity is a prerequisite from an institution's engagement. Famakin and Abisuga, (2016) found also that positive leadership style affected staff perceptual behavior, that meant that workers were more possible to build psychological tie and identity in a comfortable and emotionally positive working atmosphere, which could also contribute to better engagement and alignment with the company vision. Sarah Jane and Louise Maritz (2014) suggest to also create a desirable image to foster a positive impression. If such, credibility would be the intermediate product, in which the identification becomes expressed by observers' confidence and perceptions. Organizational identity can be defined in really wide terminology from an inner point of view as a means for staff to view the company and identify its position in it.

Ashforth, Rogers, and Corley (2011) cited that when workers have developed a clear identity with their collaborative group, the beliefs and actions towards that community appear to be consistent, so that they can function towards their identification. A recent study indicates which group

performance forms the team-driven impact and actions of a worker and so this organizational identity influences institutionally centered results, such as overall organizational fulfillment and the desire to quit the company (Riketta and Van Dick, 2005).

Organizational Loyalty

Al-Zu'bi (2010) reported that workers are proliferating their efficiency and loyalty to the company when they believe there seems to be a fair opportunity within the company. According to Chen (2001) workers who serve with dedication in the company make a productive impact by providing everyone's thoughts, providing guidance, and fulfilling the mission of solving the issues and motivating them.

Tatum (2006) affirmed that considerations like direct contact, engagement with one another and greater respect and appreciation need to be recognized to create elements of maintaining devotion in an organization and to Aityan and Gupta (2012) organizational solidarity would not be lifted when the reciprocity is lacking. If the company offers workers a high level of equitable opportunity, the staff's loyalty will exist willingly in exchange. Walker (2005) stated that many staff believes their company offers them the chance to gain expertise, uplift them and offer them the obvious safe direction in the correct direction to become devoted staff within the company. Matzler and Renzl (2006) affirmed that, however, adhesion develops with assurance and esteem mutual ties between managers and subordinates.

Arggarwal and Bhargava (2009) examine wherein staff might also be deeply obedient for some period of a term he or she would be with the organization, but such allegiance may alter instantly. Proper job and

implementation strategies and higher confidence, workers within organizations experience strong evaluation, which may cause loyalty and actively back.

Shahid and Azhar (2013) explained that a sense of loyalty and dedication to staff are the foundation of the sustainability of every organization. Excluding staff engagement, dedication, and the continued development they get it is vital to the sustainability of a company, institutions, and businesses like one another will never be possible to accomplish their purpose.

Willingness to Stay

Roodt (2018) acknowledged that volume of work, violation of the agreement, work-family feud, and task instability are accountable for the decision to quit of the employees. Nevertheless, the history to the decision to remain off the workers includes assumed organizational help, consistency of the partnership of the managers, incentives for promotion, and development.

Furthermore, to tackle the problem of intent to leave their organizations, organizational equity is among the key reasons essential for this strong association with the ability of staff to remain inside an organization (Piccoli B., De Witte H., Pasini M., 2011).

In addition, they have to notice as a key component of the organization to maintain members of the organization. To clarify the issue of staff leaving, a few relevant initiatives must be obtained as organizations now compete for skill. (Mitchell, T. R., Holtom, B. C. and Lee, T. W. 2001) .According to Branham (2005), there are seven major factors why the desire to remain is high and why workers quit, including an absence of appreciation, poor

salaries, ineffective careers, bad professional development, bad organizational practices, unreliable management, and unhealthy working environments. Antelo, Henderson, and St. Clair (2010) recommended to achieve staff desire to remain studies in work team encouragement and organizational confidence implied that mono-worker motivation controls efficiency and profitability and managers have to consider what inspires subordinates striving for outstanding outcomes and note that older workers have worked further or are more positive about their company and are far quite willing to bring in its possibility of leaving (Feng, 2002).

Based on the topic just mentioned, the above reading support the variables of this study which are the leadership style as the independent variable and with indicators, transformational, transactional, autocratic, laissez-faire, and commitment as the dependent variable with indicators identity with organization, organizational loyalty, willingness to stay.

The review of related literature offers insights that research teams can use in the creation of the study's theoretical structure and allows a researcher to determine whether there is a relationship between leadership style and commitment.

Chapter 3

METHOD

This chapter presents the methods and process which includes the research design, research subject, research instrument, data gathering procedure and statistical treatment of the data.

Research Design

The researcher used the descriptive –correlation method. This study used descriptive method because it is designed to describe the level of the two variables and correlation method because it is represented the relationship between the impact of leadership style on employees' commitment (Sekaran, 2003).

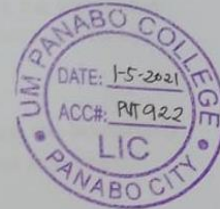
Research Subject

The respondents of this study were the employees from the three cooperatives in Panabo City. The researchers utilized convenient sampling technique because there were some employees, which would not accommodate research-related activities in conducting the study. Out of 44 cooperatives, we conducted only (3) because some cooperatives declined to allow researchers to conduct the study and to determine the leadership style there were 38 employees who responded on the said endeavor.

Table 1

Distribution of the Respondents among Selected Cooperatives

Cooperatives	Respondents
	Employee
MPC1	5
MPC2	26
MPC3	7
Total	38



Research Instruments

The method used to assess the participants or the responses of the employees in this variable is a standardized questionnaire. The standardized questionnaire consisting of two parts; specifically section one referring to the leadership style of the top management and the second part refers to the commitment of the employees which the evaluator has evaluated (Anyango, 2015 ;Githuka, 2017).

To determine the level of leadership style among selected cooperatives, the following rating scales were used:

Scale	Descriptive Equivalent	Interpretation
4.21 -5.00	Very High	It means the leadership is always manifested.

3.41- 4.20	High	It means the leadership is often manifested.
2.61- 3.40	Moderate	It means the leadership is sometimes manifested.
1.81-2.60	Low	It means the leadership is seldom manifested.
1.00-1.80	Very Low	It means the leadership is never manifested

To determine the level of employee commitment among selected cooperatives, the following rating scales were used:

Scale	Descriptive Equivalent	Interpretation
4.21 -5.00	Very High	It means the leadership is always observed.
3.41- 4.20	High	It means the leadership is often observed.
2.61- 3.40	Moderate	It means the leadership is sometimes observed.
1.81-2.60	Low	It means the leadership is seldom observed.

1.00-1.80

Very Low

It means the leadership is never observed.

Data Gathering Procedures

The researchers used the following steps in gathering the data:

Permission to Conduct the Study. Letter of permission to conduct the study was sent in selected cooperatives in Panabo City.

Administration of the Questionnaire. When the research was permitted, the researchers were assessed the questionnaires to the respondents.

Collection of the Questionnaire and Scoring of Data. The responses was collected and tally and statistically process and interpreted.

Statistical Treatment of the Data

Mean. This was used to determine the levels of leadership style of the supervisors and commitment among employees among selected cooperatives.

Pearson-r. This was used to determine the significant relationship between leadership style and commitment among employees in selected cooperatives.

Chapter 4

PRESENTATION AND ANALYSIS OF FINDINGS

This chapter comprises of the representation and interpretation applicable to the questions posed in tabular and textual types with the associated rational and complex explanation of the answer in the explanation of the question.

Level of Leadership Style among Selected Cooperatives

The level of leadership is measured in terms of transformational, transactional, autocratic, laissez-faire. The evaluation based on 3 to 6 items questions in each indicators relating to the leadership styles among selected cooperatives in Panabo City.

Shown in the Table 2 is the level of leadership styles among selected cooperatives in Panabo City with the overall mean of 4.06 describe as high. It means that the level of leadership style is often manifested. According Puccio, Mance and Murdoch (2011) believe that leadership inspires change, but creativity is a process that leads towards change. Creatively stimulating other people and involving them in creative thinking are hallmarks of leadership that may spur organizational transformation.

The first indicator is transformational with the mean of 4.49 modified as very high. It means that the level of leadership style among selected cooperatives is always manifested. According to followers (Behery, 2008; Zafra, 2008) With this leadership, workers may quickly connect their experience with each other when companies use transformative leadership style to finish the transformative leaders have.

Table 2
Level of Leadership Style among Selected Cooperatives

Transformational	Mean	Descriptive
Transformational Leadership (Idealized Influence)		
1. Supervisor makes others feel good to be around him / her.	4.53	Very High
2. Have complete faith in supervisor.	4.53	Very High
3. Proud to be associated with supervisor.	4.58	Very High
Transformational Leadership (Inspirational Motivation)		
1. Supervisor expresses in a few simple words what we could and should do.	4.53	Very High
2. Supervisor provides appealing images about what we can do.	4.39	Very High
3. Supervisor helps me find meaning in the work	4.56	Very High
Transformational Leadership (Intellectual Simulation)		
1. Supervisor enables others to think about old problems in new ways.	4.42	Very High
2. Supervisor provides others with new ways of looking at puzzling thing.	4.42	Very High
3. Supervisor gets others to rethink ideas that they had never questioned.	4.5	Very High
Transformational Leadership (Individual Consideration)		
1. Supervisor helps others develop themselves	4.55	Very High
2. Supervisor lets others know how he /she thinks we are doing.	4.42	Very High
3. Supervisor gives personal attention to others who seem rejected.	4.23	Very High
Total Mean	4.49	Very High
Transactional Leadership		
Transactional Leadership (Contingent Reward)		
1. Supervisor tells others what to do if they want to be rewarded for their work	4.24	Very High
2. Supervisor provides recognition/rewards when others reach their goals.	4.21	Very High
3. Supervisor calls attention to what others can get for what they accomplish	4.32	Very High
Transactional Leadership (Management by exemption)		
1. Supervisor is always satisfied when others meet agreed-upon standards.	4.21	Very High

2.	As long as things are working, supervisor do not try to change anything.	4.19	High
3.	Supervisor tells us the standards we have to know to carry out our work.	4.42	Very High
Total Mean		4.30	Very High
Authoritative Leadership			
1.	Supervisor believes employees need to be supervised closely they are not likely to do their work.	3.76	High
2.	As a rule, supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.42	High
3.	feel insecure about work and need direction.	2.74	High
4.	Supervisor is the chief judge of the achievements of employees	3.66	High
5.	Supervisor gives orders and clarifies procedures.	4.11	High
6.	Supervisor believes that most employees in the general population are lazy.	2.79	Moderate
Total Mean		3.49	High
Laissez-Faire Leadership			
	In complex situations supervisor allows employee to work the problems out on their own the problems out on my	3.55	High
1.	Supervisor stays out of the way while work is doing	3.42	High
2.	As a rule, supervisor allows to appraise employee's work.	3.95	High
3.	Supervisor gives a complete a freedom to solve employee's problems on their own.	3.71	High
4.	In most situations it would prefer little input from the supervisor.	3.61	High
5.	In general supervisor feels it's best to leave employee alone.	3.29	Moderate
Total Mean		3.59	High
Overall Mean		4.06	Moderate

Legend:

Scale	Descriptive Equivalent
4.21- 5.00	Very High
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Very Low

high degree of psychological awareness and appear like leaders in team stability. In addition, the highest item is number 3 with the mean 4.58 *proud to be associated with supervisor* and follow with the item number 3 which *supervisor helps me find meaning of the work* of inspirational motivation and number 1 *supervisor help other to develop themselves* of individual consideration with mean of 4.56 and 4.55. It implies that the execution of leadership style is effective using transformational leadership which stimulating and inspiring their followers to accomplish unprecedented results and, in the process, build up their own leadership competencies.

The second indicator is transactional leadership with the overall mean of 4.30 as described as very high. It means the leadership style is always manifested. It implies that there a reward system it depends on the task that they have achieved. According to Yulk (2007) argues that the form of transactional leadership is indeed type of leaders which then give emphases transaction between leaders and followers; The transactional leadership inspires and controls underlings through incentive exchange in a certain task .In a transaction the subordinate promised to be given rewards when subordinate is able to complete their duties in accordance with agreements. In other words, he encourages subordinates to work.

Moreover, the highest item is number 3 of management by exemptions with the mean of 4.42 *supervisor tells us the standards we have to know to carry out our work*. It implies that managers in cooperatives in Panabo City refers to continuous monitoring to ensure that tasks are executed, problems are found and solved, and procedures are reinforced base on the standard. While the lowest is number 2 with mean of 4.19 *As long as things are*

working, supervisor do not try to change anything. It implies that there is no intervention in the work as long as the subordinates perform well their job base on the standard and align with organizational objectives.

The third indicator is autocratic leadership with the overall mean of 3.49 it describes as High. It indicates that leadership is often manifested. According to Northouse, (2015) autocratic leadership could be good at times, but there may be many occasions where this leadership style could be a reason for inaction and this is why leaders who abuse the use of autocratic leadership style are often viewed as dictatorial. Innovative ideas may elude organizations as a result of the use of autocratic style and this stems from the inability of staff to contribute because they are not consulted.

Furthermore, the highest item is number 5 with the mean of 4.11 *supervisor gives order and clarifies procedures* with item number 1 with the mean of 3.76 *my supervisor believes employees need to be supervised closely they are not likely to do their work.* It implies that subordinates in selected cooperatives in Panabo City guidance and clarity signify as the bridge of effectiveness of an employee.

The lowest item is number 3 with the mean of 2.74 it describe as moderate *supervisor believes that most employees in the general population are lazy.* It implies that manager in the cooperatives in Panabo City perform their subordinates diligently to their task relating to their organizational objectives.

The fourth indicator is laissez faire leadership with the overall mean of 3.58. It implies that leadership is often manifested. According to Dessler and Starke (2004) emphasize that laissez-faire approach to leadership is the idea

that the participants should be able to work problems out and make their way through an expedition without too much extra guidance. These kinds of leaders would provide very little guidance when dealing with group issues on the expedition and would allow group members to come up with decisions on their own.

Moreover, the highest item is number 3 with the mean of 3.95 *as a rule, supervisor allows to appraise employee's own work*. It implies that managers in selected cooperatives in Panabo City are given freedom to evaluate their own work without too intervention. The item number 2, 4, 5 describe as High with the mean of 3.42, 3.71, 3.61, *Supervisor stays out of the way while work is doing, supervisor gives a complete freedom to solves employee's problems on their own, In most situations it would prefer little input from the supervisor* and the lowest item is number 6 with the mean of 3.29 *In general supervisor feels it's best to leave employee alone*. It implies that the managers in selected cooperatives in Panabo City that they have full trust their subordinates without interfere.

Level of Commitment among Selected Cooperatives

Presented in the Table 3, this level of employees' commitment is measured in terms of identity with the organization, willingness to stay, organizational loyalty. The evaluation is based on the four to five questions in each indicators relating to the leadership style of manager among selected cooperatives with the overall mean of 4.50 described as very high. It implies that the commitment of employee in selected cooperatives in Panabo City is always observed. It means that employee in selected cooperatives in Panabo

City the proper treatment is present in concerning to their progress and interest.

Moreover, as shown in the Table 3, the first indicator is identity with the organization with a mean of 4.53 described as very high. It means that the level of commitment is always observed. According to Alkhatani (2016) indicated that commitment to the organization has a connection to the duty that may influences employee performance, behavior and employee productivity.

It means that the employee in selected cooperatives in Panabo City maintains their commitment and expressing their satisfaction within their organization. The highest item number is 2 and 4 with the mean of 4.73 and 4.65 described as very high which *very happy being a member of this organization and understand how the work contributes to the organizations goals and objectives*. It means that the level of employees commitment is always observed .It implies that the employee in selected Cooperatives in Panabo City understands, adheres and value the objective of their organization.

The second indicator is willingness to stay with the mean of 4.26 described as very high. It means the level of commitment is always observed. It indicates that the employee in selected cooperatives in Panabo City perceived organizational support, quality of their supervisors' relationship, advancement and growth opportunities.

Table 3
Level of Employee Commitment among Selected Cooperatives

Identity with the organization		
1. Find the values and the organizations values are very similar.	4.24	Very High
2. Very happy being a member of this organization.	4.73	Very High
3. Enjoy talking about organization to people outside the organization.	4.52	Very High
4. Understand how the work contributes to the organizations goals and objectives.	4.65	Very High
Total Mean	4.53	Very High
Willingness to stay		
1. It would be very hard to leave the organization right now.	4.10	High
2. Happy to stay in this organization because of the support from the manager.	4.05	High
3. My current position is inspiring for me.	4.42	Very High
4. Sometimes employee worry about what might happen if something was to happen to this organization and was no longer a member.	4.02	High
Total Mean	4.26	Very High
Organizational loyalty		
1. Believe in the value of remaining loyal to one organization.	4.73	Very High
2. Feel inspired to provide the best service to our partners and /or colleagues.	4.68	Very High
3. Feel that employee owe this organization quite a bit because of what it has done to them.	4.63	Very High
4. Willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	4.65	Very High
5. This organization really inspires employee the very best in in the way of job performance.	4.68	Very High
Total Mean	4.67	Very High
Overall Mean	4.50	Very High

Legend:

Scale	Descriptive Equivalent
4.21- 5.00	Very High
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Very

Furthermore, the highest item number is 3 with the mean of 4.42 which described as very high which *current position is inspiring for me*. It implies that the selected cooperatives in Panabo City incumbent employees which organizational fairness is one of the main factors that makes them stay in the organization. The lowest is number 4 with a mean of 4.02 which *sometimes employee worry about what might happen if something was to happen to this organization and no longer a member* and followed by number 2 with a mean of 4.05 which *happy to stay in this organization because of the support from the manager* describe as high. It implies that employee commitment in selective cooperatives in Panabo City wherein good environment and full support from the manager are creating loyalty to employee in order to create more productive output to the organizational objective.

The last indicator is organizational loyalty with a mean of 4.67 described as very high. It means that the level of commitment is always observed. It means that the employee commitment in selected cooperatives in Panabo City recognizes and motivates them aiming for excellent performance that makes them adhere in the organization.

Moreover, the highest item number is 1 with the mean of 4.73 as described as very high which *believe in the value of remaining loyal to one organization* follow of item number 5,2,3,4 with the mean of 4.68, 4.68,4.63 ,4.63 which *this organization really inspires the very best in me in the way of job performance, feel inspired to provide the best service to our partners and/or colleagues, feel that employee owe this organization quite a bit because of what it has done for them*.

Willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. It implies that the selected cooperatives in Panabo City committed and understand the expected to the substantial of the values, goals, and mission; and also to feel that their job responsibilities are compatible with their personal values and ethics.

Significant Relationship between Leadership Styles and Employees' Commitment among Selected Cooperatives

Table 4 shows the significant relationship between leadership styles and employees' commitment. The result of the computation using the r-value is 0.38 associated with the significant values of 0.016 of P-value which is less than the alpha of 0.05. Thus, the null hypothesis is rejected. It means therefore that there is significant relationship between leadership styles and employees' commitment. This implies that the leadership style has significant effect on employees' commitment. The result found out that the two variables are have significant to each other that leadership has factors that affecting employee commitment it firmly asserted in the theory of Ngambi et al. (2010) indicate that leadership involves influencing commitment of other people toward achieving their full potential in realizing shared vision, added value, with integrity and passion.

And this is also supported by Aginah C; Ahiuzu L.U. & Bipelese E. (2017) leadership is the fulcrum of the life of every organization. It provides vision, direction and mobilizes resources to achieve them and study found out that the type of leadership style adopted by organizations has significant effect on the employee commitment rather than motivation.

Table 4

**Significant Relationship between Leadership Styles And Employees
Commitment among Selected Cooperatives**

Correlation Coefficient

Employee Commitment	
<u>LeadershipStyle</u>	0.39

P-value (0.016) < 0.05

Chapter 5

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the summary of findings, conclusion, and recommendation of the study.

Findings

The findings of the study are the following:

1. The over-all mean of leadership styles is 4.06 interpreted as leadership is often manifested.
2. The over-all mean of employee commitment is 4.50 interpreted as always observed.
3. The computed r -value is 0.39 which is associated with P -value 0.35 which is less than the alpha of 0.05. Thus, the null hypothesis is rejected.

Conclusion

Based on the findings of the study the following conclusion are drawn:

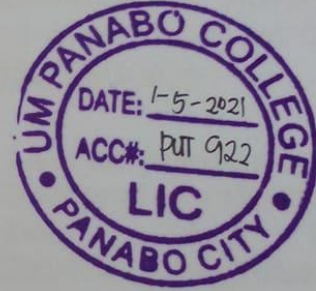
1. The level of leadership style is high.
2. The level of commitment among the employees is very high.
3. There is significant relationship between leadership styles of and employee commitment among selected cooperatives in Panabo City.

Recommendation

Base on the finding and conclusion of the study, the following recommendation are drawn:

1. The managers in cooperatives shall enhance the execution of leadership style using transformational leadership which is more effective.

2. The manager in cooperative shall evaluate their subordinate's own work specifically in complex task and to ensure that task is done well.
3. The manager shall enhance good environment and full support to increase loyal employee in order to create more productive output to the organizational objective.
4. The researchers proposed that the future research maybe conducted to cooperative in order to further determine the impact of leadership style and employee commitment.



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APPENDICES "A-1"

Letter of Permission to Conduct Study

January 27, 2020

KAREN JOY H. VILLANUEVA
Assistant Manager/Office in Charge
Pera Multipurpose Cooperative
Gaisano Grand Mall, Quezon St, Brgy Sto. Niño
Panabo City

Ma'am:

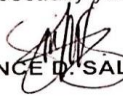
The undersigned are currently working on our thesis entitled "**Impact of Leadership Style on Employees' Commitment Among Selected Cooperatives in Panabo City**".

In line with this, we would like to ask permission from your office to allow us to conduct a survey in your Cooperative, the students coming from BSBA major in Human Resource Management.

We hope that this request be given favorable action and preferential attention.

Thank you very much.

Respectfully yours,


PRINCE D. SALAS


MA KATRINA B. ALBIOS


DOMINIC JAY A. SIMON
Researchers

Noted by:


DR. AMELIE L. CHICO
Adviser

APPENDIX "A-2"

Letter of Permission to Conduct Study

January 27, 2020

REYNALDO T. GULANE, CPA, DBA
Chief Executive Officer
Panabo Multi-Purpose Cooperative
Jose Abad Santos Street, San Francisco
Panabo City

Sir


The undersigned are currently working on our thesis entitled "Impact of Leadership Style on Employees' Commitment Among Selected Cooperatives in Panabo City".


In line with this, we would like to ask permission from your office to allow us to conduct a survey in your Cooperative, the students coming from BSBA major in Human Resource Management.


We hope that this request be given favorable action and preferential attention.

Thank you very much


Respectfully yours,



PRINCE D. SALAS


MA KATRINA B. ALBIOS


DOMINIC JAY A. SIMON
Researchers

Noted by:


DR. AMELIE L. CHICO
Adviser

Received by:  1/27/20
Panabosics

APPENDIX "A-3"

Letter of Permission to Conduct Study

January 27, 2020

TO THE MANAGER
King Multi-Purpose Cooperative
Quezon St, Brgy Sto. Niño
Panabo City

Ma'am/Sir:

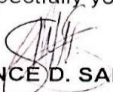
The undersigned are currently working on our thesis entitled "**Impact of Leadership Style on Employees' Commitment among Selected Cooperatives in Panabo City**".


In line with this, we would like to ask permission from your office to allow us to conduct a survey in your Cooperative, the students coming from BSBA major in Human Resource Management.


We hope that this request be given favorable action and preferential attention.

Thank you very much.

Respectfully yours,


PRINCE D. SALAS


MA KATRINA B. ALBIOS


DOMINIC JAY A. SIMON
Researchers

Noted by:


DR. AMELIE L. CHICO
Adviser

APPENDIX "B-1"

Letter of Request for Validation

APPENDIX B-1
Letter for Validation

September 3, 2019

LEAVIC G. MAGHANOY, MM
Professor
UM Panabo College
Panabo City

9/10/19 2:00 P.M. *Lo*

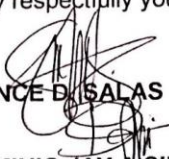
Dear Ma'am:

You are one of the chosen evaluators of our questionnaire on our research study entitled "**Impact of Leadership Style on Employees' Commitment Among Selected Cooperatives in Panabo City**" for our Human Resource Research subject.


In view of this, it would be appreciated very much if you can share your expertise by rating this content. It would be a great help also for the understanding if you could write comments, suggestion and recommendation that will improve the above mention questionnaire.

Thank you very much for your assistance and valuable contribution on this request.


Very respectfully yours,


FRINCE D. SALAS

DOMINIC JAY A. SIMON


MA. KATRINA B. ALBIOS
Researchers

Noted:


DR. AMELIE L. CHICO
Advjser

APPENDIX "B-2"

Letter of Request for Validation

APPENDIX B-2

Letter for Validation

September 3, 2019

ANGELO J. NAMUAG
Professor
UM Panabo College
Panabo City

Dear Sir:


You are one of the chosen evaluators of our questionnaire on our research study entitled "**Impact of Leadership Style on Employees' Commitment Among Selected Cooperatives in Panabo City**" for our Human Resource Research subject.


In view of this, it would be appreciated very much if you can share your expertise by rating this content. It would be a great help also for the understanding if you could write comments, suggestion and recommendation that will improve the above mention questionnaire.

Thank you very much for your assistance and valuable contribution on this request.

Very respectfully yours,


FRINCE D. SALAS


DOMINIC JAY A. SIMON


MA. KATRINA B. ALBIOS
Researchers

Noted: 

DR. AMELIE L. CHICO
Adviser

APPENDIX “D-1”

Survey Questionnaire

IMPACT OF LEADERSHIP STYLES ON EMPLOYEES’ COMMITMENT AMONG SELECTED COOPERATIVES IN PANABO CITY

Anyango (2015) and Githuka (2017)

Part I. Profile of the Respondents

Name (Optional): _____ Gender: _____
Position: _____ Company: _____

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rating yourself against each statement to indicate you level of agreement with what the statement is suggesting, where the following ratings are:

5 = Strongly Agree 4= Agree 3 = Neutral 2 = Disagree 1= Strongly Disagree

Part II. Leadership Styles

A. Transformational Leadership	5	4	3	2	1
Transformational Leadership (Idealized Influence)					
1. My supervisor makes others feel good to be around him / her					
2. I have complete faith in my supervisor					
3. I am proud to be associated with my supervisor					
Transformational Leadership (Inspirational Motivation)					
1. My supervisor expresses in a few simple words what we could and should do					
2. My supervisor provides appealing images about what we can do					
3. My supervisor helps me find meaning in my work					
Transformational Leadership (Intellectual Simulation)					
1. My supervisor enables others to think about old problems in new ways					
2. My supervisor provides others with new ways of looking at puzzling things.					
3. My supervisor gets others to rethink ideas that they had never questioned.					
Transformational Leadership (Individual Consideration)					
1. My supervisor helps others develop themselves					
2. My supervisor lets others know how he /she thinks we are doing					
3. My supervisor gives personal attention to others who seem rejected.					
B. Transactional Leadership	5	4	3	2	1
Transactional Leadership (Contingent Reward)					
1. My supervisor tells others what to do if they want to be rewarded for their work					

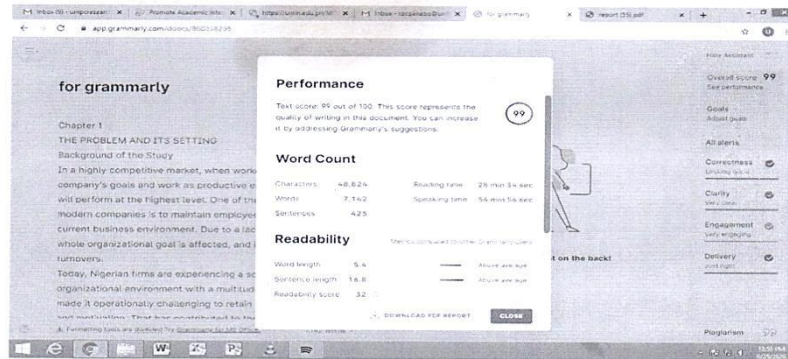
2. My supervisor provides recognition/rewards when others reach their goals.					
3. My supervisor calls attention to what others can get for what they accomplish.					
Transactional Leadership (Management by exemption)					
1. My supervisor is always satisfied when others meet agreed-upon standards					
2. As long as things are working, my supervisor do not try to change anything					
3. My supervisor tells us the standards we have to know to carry out our work					
C. Authoritative Leadership	5	4	3	2	1
1. My supervisor believes employees need to be supervised closely they are not likely to do their work.					
2. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
3. I feel insecure about my work and need direction.					
4. My supervisor is the chief judge of the achievements of employees					
5. My supervisor gives orders and clarifies procedures					
6. My supervisor believes that most employees in the general population are lazy.					
D. Laissez Faire Leadership	5	4	3	2	1
1. In complex situations my supervisor allows me to work my problems out on my own way					
2. My supervisor stays out of the way as I do my work					
3. As a rule, my supervisor allows me to appraise my own work.					
4. My supervisor gives me complete freedom to solve problems on my own.					
5. In most situations I prefer little input from my supervisor.					
6. In general my supervisor feels it's best to leave subordinates alone.					

Part III. Commitment

A. Identity with the organization	5	4	3	2	1
1. I find that my values and the organizations values are very similar.					
2. I am very happy being a member of this organization.					
3. I enjoy talking about my organization to people outside the organization					
4. I understand how my work contributes to the organizations goals and objectives.					
B. Willingness to stay					
1. It would be very hard for me to leave my organization right now, even if I wanted to.					
2. I am happy to stay in this organization because of the support I have from my manager.					
3. My current position is inspiring for me.					
4. Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.					
C. Organizational loyalty					
1. I believe in the value of remaining loyal to one organization					
2. I feel inspired to provide the best service to our partners and/or my colleagues.					
3. I feel that I owe this organization quite a bit because of what it has done for me.					
4. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful					
5. This organization really inspires the very best in me in the way of job performance.					

APPENDIX "E-1"

Grammarly Certification



GRAMMARLY CERTIFICATE 99% (August 25, 2020)

SALAS, FRINCE

SIMON, DOMINIC JAY

ALBIOS, MA. KATHRINA


AMELIE L. CHICO

RESEARCH ADVISER

APPENDIX "F-1"

Certificate of Appearance



UM Panabo College
 Research Office
 Arguelles St., San Francisco
 Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

Pera Cooperative Panabo City and conducted Survey
 (Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Impact of Leadership Style on Employees' Commitment Among Selected Cooperative in Panabo City"
 during the period _____
 (State inclusive dates)

[Signature]
 KAREN JOY H. VILLANUEVA

Name and Signature of Authorized Personnel

2. I have complete faith in my supervisor.	/				
3. I am proud to be associated with my supervisor.	/				
Transformational Leadership (Inspirational Motivation)					

2. As long as things are working, my supervisor do not to change anything	/				
3. My supervisor tells us the standards we have to know to carry out our	/				

APPENDIX "F-2"

Certificate of Appearance



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

PMPC and conducted Survey
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Impact of Leadership style on employees' Commitment"
Among Selected Cooperative in Panabo City

during the period _____
(State inclusive dates)

Philip Caesar Salmasan
Name and Signature of Authorized Personnel

APPENDIX "F-3"

Certificate of Appearance



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

King Multipurpose Cooperative and conducted Survey
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Impact of Leadership Style on Employees"
Commitment Among Selected Cooperative in Panabo City
during the period _____
(State inclusive dates)

[Signature]
Bonnie L. Gallo
Name and Signature of Authorized Personnel

my supervisor. -----

Plagia Test Certification

The screenshot shows a plagiarism checker interface. The main document title is "IMPACT OF LEADERSHIP ON EMPLOYEES' COMMITMENT AMONG SELECTED COOPERATIVES IN PANABO CITY". The overall match rate is 19%. A "Match Overview" table lists seven items with their respective match percentages:

Item	Match Percentage
1	6%
2	2%
3	2%
4	2%
5	1%
6	1%
7	<1%

The document content visible includes "Chapter 1" and "THE PROBLEM AND ITS SETTING". Under "Background of the Study", it states: "In highly competitive market, when workers are committed to the goals of the company and work as productive employees, then no company will perform at highest level. One of the challenges faced by modern companies is to maintain employee commitment in the current business environment. Due to lack of commitment the whole organizational goal is affected and it ended up with employee turnovers."


CONGRATULATIONS! PASSED THE PLAGIARISM TEST (19 %) August 10, 2020

TITLE: IMPACT OF LEADERSHIP ON EMPLOYEES' COMMITMENT AMONG SELECTED COOPERATIVES IN PANABO CITY

FRINCE D. SALAS

DOMINIC JAY A. SIMON

MA. KATRINA B. ALBIOS


DR. AMELIE L. CHICO
RESEARCH COORDINATOR



DOMINIC JAY A.SIMON
New Visayas Panabo City
EmailAddress: simondominicjayabello@yahoo.com
Contact Number: 09098058866

OBJECTIVES:

Seeking for a career to apply my knowledge skills in oriented environment that gives equal career opportunity based on the skills and performance.

PERSONAL INFORMATION:

- Date of Birth : April 4,1993
- Place of Birth : Dinalupihan, Bataan
- Height : 5'5"
- Weight : 90kg
- Citizenship : Filipino
- Religion : Roman Catholic

EDUCATIONAL BACKGROUND

- Tertiary : UM Panabo College (2020-2021)
Bachelor of Science in Business Administration
major in Human Resource
Brgy. San Francisco, Panabo City
- Secondary : Davao del Norte State College(2008-2009)
New Visayas , Panabo City
- Primary : Panabo Faith Mission Academy (2005-2006)

Seminars and Affiliation

- “The future Work: Workplace and Workforce in the Age of Industry 4.0”
- Junior People Management Association of the Philippines
January 26, 2019 at Big 8 Corporate Hotel , Tagum City.

Skills

- Computer literate
- Communication
- Driving Skills

Experience

- Farm Work
Swiss Farm , Lakeland Cairns Australia
2013-2014

Character References

- Erwin Antoque
09478904510
Lador and Sons Trucking Services
Gentiles New Visayas, Panabo City
CFO
- Jhereza Arobo
09338233925
Juans Trading DNSC Road
New Visayas Panabo City
Manager
- Katherine Yambao
09354608592
Don Manuel Elementary School
DAPCO Panabo City
Teacher

I hereby certify that the above mentioned information are true and correct.

DOMINIC JAY A.SIMON



FRINCE D. SALAS

Purok 4 Kalubihan, New Visayas Panabo City

Email Address: frinceyah123@gmail.com

Contact number: 09514135125

OBJECTIVES:

Finding a challenging opportunity where my skills, ability will be enhanced and utilize and to work diligently which would allow me to grow personally and professionally.

PERSONAL INFORMATION:

- Date of Birth : November 6, 1996
- Place of Birth : Santa Cruz, Davao del Sur
- Height : 5'7"
- Weight : 57kg
- Citizenship : Filipino
- Religion : Iglesia Ni Cristo

EDUCATIONAL BACKGROUND

- Tertiary : UM Panabo College (2020-2021)
Bachelor of Science in Business Administration
major in Human Resource
Brgy. San Francisco, Panabo City
- Secondary : Panabo National High School (2012-2013)
New Site, Panabo City
- Primary : Gredu Elementary School (2008-2009)
Gredu, Panabo City

Seminars and Affiliation

- “The future Work: Workplace and Workforce in the Age of Industry 4.0”
- Junior People Management Association of the Philippines
January 26, 2019 at Big 8 Corporate Hotel , Tagum City.

Skills

- Computer literate
- Communication

Experience

- Mang Inasal (2017)
Service Crew
Gaisano, Panabo City
- Jollibee
National High, Panabo City
Kitchen Crew(2018)

Character References

- Larry Sorilla
Teacher
A.L Navarro National High School
09305139042
- Muriel Beniga
HR Assistant
UM Panabo College
09173154713

I hereby certify that the above mentioned information are true and correct.

FRINCE D. SALAS



MA.KATRINA B. ALBIOS
Evacon Tubod Carmen,Davao del Norte
Email Address: Albioskatrina@gmail.com
Contact Number: 09565838102

OBJECTIVES:

To be a part of the company and to enhance my skills and knowledge.

PERSONAL INFORMATION:

- Date of Birth : June 8,1998
- Place of Birth : Evacon Tubod Carmen,Davao del Norte
- Height : 5'0"
- Weight : 51kg
- Citizenship : Filipino
- Religion : Roman Catholic

EDUCATIONAL BACKGROUND

Tertiary : UM Panabo College (2020-2021)
Bachelor of Science in Business Administration
major in Human Resource
Brgy. San Francisco, Panabo City.

Secondary : A.O Floreindo National High School
(2010-2011)

Primary : Valentine A. Daquio Elementary
School (2014-2015)

Skills

- Communication

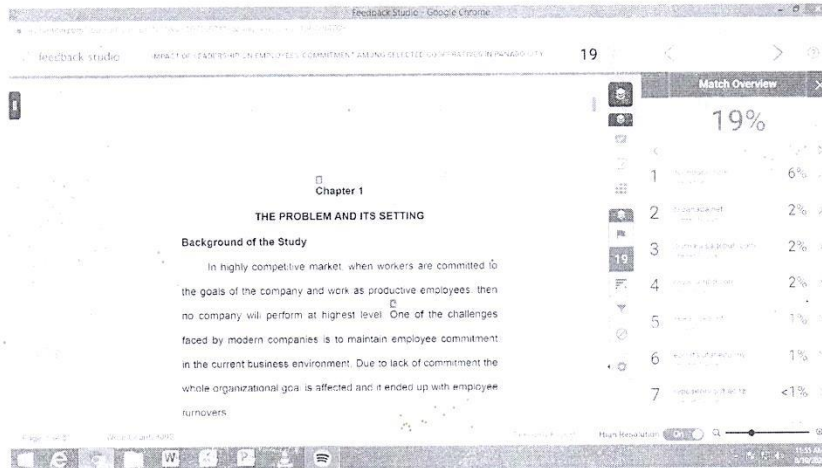
Character References

- Kai Castro
09661781420
Davao City
09661781420
- Florita Maratas
09456667327
Business Owner
Carmen, Davao del Norte
- Thelma Alicaway
09236801143
Chief of Administration in SPDA
Davao City

I hereby certify that the above mentioned information are true and correct.

MA.KATRINA B. ALBIOS

Plagia Test Certification




CONGRATULATIONS! PASSED THE PLAGIARISM TEST (19 %) August 10, 2020

TITLE: IMPACT OF LEADERSHIP ON EMPLOYEES' COMMITMENT AMONG SELECTED COOPERATIVES IN PANABO CITY

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