



How different Perceived Leadership Styles have an influence on Organisational Commitment on Tourism SMEs?

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Abstract

The objective of this study was to analyse the issues that tourism SMEs face in adopting the right perceived leadership style within the workplace and its impact on the organisational commitment of the employees. The study aimed to understand the problems related to leadership styles for SMEs and determined its impact on organisational commitment. This study helped to identify the role of the right leadership style to help SMEs gain success. This study used quantitative research and primary data. The sample was 383 employees. A self-prepared questionnaire was used with a 5-point Likert scale to measure the leadership style and commitment variables. The questionnaire was shared with HR and employees at the SMEs. The results of the study helped in answering the research questions. The study found that most of the tourism SMEs use the autocratic style in the organisation which directly negatively impacts the organisational commitment of the employees. The majority of the employees responded that they often want to leave the organisation. However, the results also showed that employees would stay given that their leaders sometimes gave them the freedom to express their opinion. Furthermore, it was found that the lack of involvement of employees has lowered the emotional attachment to the workplace of employees and as a result, their commitment and motivation to do their job have been impacted. The significant association of perceived leadership styles with organisational commitment has been proved statistically. Thus, it has been concluded that tourism SMEs must use democratic or other leadership styles that are appropriate as per the culture in their workplace where employees are given autonomy and freedom to give their opinions. Empowerment will also enhance the organisational commitment in a positive manner.

Keywords: Perceived leadership styles, organisational commitment, Tourism SMEs, autocratic style, motivation.

Introduction

In recent years, significant changes have been noticed in organisations in different areas such as structure, approaches to information flow, and downsizing aspects. These changes are due to increasing global competition, rapid technological advancements, and the changing workforce nature. The transformations in the organisation are becoming an essential factor in the contemporary business world because they are essential for the successful progress of the business. Without transformation in the processes, the business cannot attain their targets or



objectives because innovation is taking place in every industry rapidly. The workforce is more aware of the changes or transformation and is expecting better value for themselves and organisations; on the other hand, they are keen to be utilising their resources effectively to generate maximum benefit. It has become extremely difficult for small and medium-sized enterprises to function effectively because of the need for rapid transformation in the business. In order to address this problem successfully, they need to ensure that the leadership style is appropriate and integrated with the organisational process (Long, Yong, & Chuen, 2016). Nicolaidis and Duho (2019) assert that inspirational leadership is inextricably critical for the functioning of any organization, either in the private or public sector, which is desirous to be operating as a goal-oriented body within which various individuals work under the coordination of an ethically oriented democratic style leader.

Leadership serves as a critical factor in the initiation and implementation of transformations within organisations. In cases where leadership intends to engender a positive impact on teams, individuals, organisations or both, there are different styles that can be adopted considering the organisational structure and processes. The researchers have suggested that leadership paradigms such as autocratic versus democratic, directive versus participative, task versus relationship-oriented leadership must be broadened. There are different leadership styles that are considered and adopted depending on the need, structure, culture, and operations of the organisation. It is essential for the leader to ensure that the style is aligned with the organisational structure and requirement because it is the means of either positively or negatively impacting the commitment or performance of an organisation. Hence, the purpose of this research was to evaluate the manner in which different leadership styles have an influence on organisational commitment at SMEs (Özer & Tınaztepe, 2014). Nicolaidis (2016) informs us that the good judgment of the employees, based on ethics in the workplace and good leaders, is necessary for the delivery of service quality excellence.

There are different leadership styles such as autocratic and democratic that are the most well-known. The SMEs mostly rely on the autocratic leadership style as they believe that it is important to control subordinates for ensuring proper working and the achievement of sought objectives. It has been noticed that autocratic leadership did not however contribute to effective organisational commitment as there was no involvement of subordinates in any process. Moreover, there are other leadership styles such as transformational, transactional, and laissez-faire which are focused on improving organisational commitment as they aim to increase employee involvement in the process and decision making. It is important for the SMEs to adopt a proper leadership style that meets the requirements of their business and which is also effective to promote employee engagement because it is the means of improving overall organisational commitment as the targets would be achieved and subordinates would be happy (Franco & Matos, 2015).

One of the recent study's attempted to explore the reasons of burnout in tourism SMEs and found that those employees who had high commitment were experiencing less burnout (Abdelhamied & Elbaz, 2018). Leadership style is regarded as the pre-requisite for effective accomplishment in organisations. It is the means of determining the level of subordinate participation in matters such as administration and decision making. Organisations which are low in inefficiency do not have an appropriate leadership style because of the lack of employee participation and involvement. The problem with most SMEs is that they do not have an idea about the leadership style that should be implemented in their organisation. Most of them have an authoritarian style in which they dictate their subordinates and the decision is centered on them with no meaningful participation on the part of their subordinates. They direct them and maintain a stiff culture within



the organisation due to which the employees are not able to perform effectively. This results in low employee morale, trust, and commitment to work due to which overall organisational commitment is impacted. Hence, this study sought to explore the impact of leadership style on the employee performance so as to understand its influence on the organisational commitment within SMEs (Long, Yong, & Chuen, 2016).

The purpose of this research study was thus to analyse the problem of adopting the right leadership style at SMEs, which have an impact on the organisational commitment. In this study, the problem related to leadership styles for SMEs is considered and the impact it has on the organisational commitment is also determined. With the help of this study, the SMEs can hopefully determine the importance of leadership style and its role in their success. Hence, this study would be helpful for SMEs to ensure that they are using the leadership style that contributes the most to an increase in organisational commitment. Based on the purpose and problem statement, the following research questions were considered:

- Which leadership styles are mostly adopted by tourism SMEs in Pakistan?
- Which leadership styles are effective for tourism SMEs in Pakistan?
- What are the dimensions of organisational commitment in tourism SMEs in Pakistan?
- What is the impact of leadership styles on organisational commitment in tourism SMEs in Pakistan SMEs?

Literature Review

History of Leadership

It is stated by Grint, (2011) that the manner and approach of directing the individuals, planning and implementing strategies, and motivating the individuals are denoted as leadership. The total pattern of implicit and explicit actions are seen by the employees as residing in a leader. Kurt Lewin was the first person to perform the major study of leadership in 1939. In order to identify the styles of leadership, Lewin led a group of researches. Van Vugt and Ahuja (2011), commented that the Lewin's research on leadership and identification of leadership style has been most influential in different organisations like Small Management Enterprises and Large Management enterprises. Lewin's study on the leadership demonstrated three styles of leadership in which are included, the autocratic, democratic and laissez-fair styles. It was stated by Nel et al., (2014) that the evolution in the studies of leadership has been brought by history. The different views, the opposing views, and articulation on the subject are generated by various scholars. Goleman et al., (2013) further added that a continued refinement was and is still continued in the concepts of leadership and on the behaviour of leaders. DePaul (2015), agreed by asserting that the development of transactional and transformational leadership styles have been led by the refinement in the studies of leadership by different scholars.

Democratic Leadership

Nawaz and Khan, (2016) referred to the democratic leadership style as the process of identifying the esteem and values of each employee and then making a decision. This type of leadership is performed thorough effective listening, understanding, and discussions with the employees. Awan and Mahmood, (2010) further added that this type of leadership involves integrity, trust, equality, and open-mindedness by the leaders. Cunningham et al., (2015), highlighted that the most superior part of democratic leadership is the mutual understanding between leaders and



employees. Bhatti et al., (2012) supported the statement by saying that democratic leadership is practised for the purpose of building a strong bond with employees. Ojokuku et al., (2012) demonstrated the process of democratic leadership is important by stating that it involves the process of sitting together with the employees and make discussions in order to confiscate the emotional or personal impacts that may occur on the employees, organisations or other stakeholders. According to Goleman, (2011) the employee participation is carried out by the leaders through adopting this leadership style, and the purpose of this participation is to increase job satisfaction and mutual understanding. Smith, (2012) criticised the democratic leadership style by saying that this type of leadership makes the efforts more time consuming and consensus also take time to reach. This criticism was supported by Chaudhry et al., (2012) by saying that democratic leadership does not assure that the outcomes and solutions will be the best and efficient in all perspectives. Nevertheless, Harris, (2013) stated that the democratic leadership style is suitable for SMEs as it takes initiatives from the employee which develops the skills of the employees. SMEs are the small scale organisations and therefore they need few people with enormous skills. Nicolaidis (2019) asserts that where there is no ethical role-modelling and generally a lack of ethics and integrity in service operations, this habitually leads to decreased trust in management and sets the tone for a rapid descending spiral in business performance.

Autocratic Leadership

According to Krüger and Scheerens, (2012) authoritarian leaders are known as autocratic leaders. The input from other followers is refused by autocratic leaders and they do not feel truly concerned about their own well-being. Kibbe, (2019) supported the statement by saying the authority is used by the firm leader to take over the team and binds them to obey his orders. All of the decisions are made by the team leader without considering the opinions, views, and perceptions of the followers. Absolute obedience is expected by the leaders from their followers. This notion is criticised by Ronald (2011) in that this type of leadership style creates a hierarchical command chain that is highly structured as the organisations of military or bureaucratic bodies are. The absolute power, conventionality and command of strict acquiescence are practised by the leaders in this style of leadership. Ronald (2011), also stated the benefits of this leadership style and argues that it is helpful in the time of stress and regression of an organisation. For the SME organisations, it is identified by Okoji, (2014) as a non-suitable type of leadership. Igbaekemen, (2014) supports this statement by saying that workers in SMEs require a friendlier environment than other large scale organisations. The number of workers in SMEs is less; therefore, they feel the burden of work more, especially when they do not have the authority to make decisions and lack empowerment (Nicolaidis, 2019).

Transformational Leadership

According to Somboonpakom and Kantabutra, (2014), the process that involves the actions to alter the attitudes and perceptions of employees related to the organisation's objectives and strategies are referred to as a transformational leadership style. Cleveland-Innes and Sangra, (2010) stated that the morale of employees is invariably generated and stimulated by the leaders who adopt the transformational leadership style. Roueche et al.,(2014) added furthermore in their statement by saying that it also manipulates the employees to make the best use of their abilities. The employees are motivated to give the performances that are beyond expectations through having faith in the norms and values of the organisation (Nusair et al., 2012). This idea is supported by the research of Chen et al., (2012) that visions and consistency are developed in the employees through communicating the commitments of the organisation to them. Marshall



(2010), said that features of influencing, idealising, motivating, inspiring, individualising, intellectual stimulation, and consideration are found in the leader who practices a transformational leadership style in the organisation. It was criticised by Hallinger, (2010) that the transformational leadership style is a risky practice and it is based on the assumption of motivation. It can result in wrong decisions being made. Khan et al., (2015) supported the criticism by giving the statement that transformational leadership is an overlooked reality and there are possibilities that employees may burn out. According to Antonakis and Robert, (2013) a transformational leadership style is modestly suitable for SMEs. It depends on the leader as to how it is being implemented. Santamaría and Santamaría, (2013) said that it could either increase or decrease the efficiency of management and outcomes.

Transactional Leadership

According to Odumeru and Ogbonna, (2013), a process of developing a reciprocal relationship with employees is known to be a transactional leadership style. It is the process of exchange that engages the leader and the employees. The employees and leaders are bound to give something that the other wants in exchange for efforts (Van Wart, 2012). Avolio and Yammarino, (2013) further added that reciprocation of actions and efforts in the process of transactional leadership is important. Weiner, (2017) stated that transactional leadership requires a continuous fulfilment of employees' desires and expectations. Yusof et al., (2014) stated that it is a crucial element of effective management. Diaz-Saenz, (2011) criticised that transactional leadership is more based on greediness and less on trust, integrity, and respect. Zopiatis and Constanti, (2010). Antonakis and House, (2013) supported the criticism by saying that transactional leadership lacks commitment and mutual cooperation of the employees with the organisation. Saeed et al., (2014) argued that transactional leadership is not suitable for SMEs as it is contingent on rewards and needs continuous rewards for each effort made. Ivey and Kline, (2010) further added in the argument that transactional leadership may result in increasing job satisfaction but it compromises the trust and respect which are essentials of work in the organisation. In fact, Nicolaidis (2015) states that virtue and morality assist in making a business "virtuous" and relate to quality management and quality service provision for especially service industries such as tourism and the hospitality sector.

Laissez-Faire Leadership

According to Wellman and LePine, (2017), a non-leadership component is known to be a laissez-faire leadership style. The responsibilities are avoided by the leaders in this type of leadership style. It was further added in the studies by Tang, (2019) and Nicolaidis (2015) that such leaders remain absent whenever they want. The decisions are delayed and often ignored by the leaders. Muller and Turner, (2017) supported the statement by saying that the views on critical issues of the organisation are not expressed by the leaders that follow a Laissez-Faire leadership style. Khan et al., (2015) criticised that assistance requested by the employees is mostly not even approved in this type of leadership. Bligh (2017), supported the criticism and stated that the costs interfering with the employees are avoided by the leaders. According to the studies of Valentim (2017), leaders that follow the Laissez-Faire leadership style do not put in any meaningful effort to motivate the employees and do not consider the job satisfaction of the employees and the needs of their employees. According to Carswell et al., (2017) this type of leadership style is not suitable for any organisation especially SMEs due to the single manager in the organisation.



Dimensions of Organisational Commitment

According to Farndale et al., (2011), one of the main key components for the success of an organisation is organisational commitment. Exploration of organisational commitment in detail is essential. The psychological state which is associated with the relationship between organisation and employee can be described as the organisational commitment of an employee. Suki & Suki, (2011) stated that employees' willingness to remain stable in the organisation is determined through their commitment level with the organisation. According to the research of Spagnoli & Caetano, (2012) it is defined by some scholars that the willingness of the employee and desire of the employee to remain in the organisation and put efforts for the purpose of achieving organisation's goals and objectives is referred to organisational commitment. Ghapanchi & Aurum, (2011) supported the statement by saying that acceptance by the employees for an organisation is organisational commitment. Parris and Peachey (2013), criticised that the drawing in of employees to the organisation alone does not represent the organisational commitment but the sacrifices that they make to achieve the goals and objectives of the organisation make organisational commitment apparent. Ridley (2012), supported the statement by saying that the role of organisational commitment is proven to be essential in an organisation through the research of Ferris. The strong determinant of an organisation's successful performance is organisational commitment. According to the past studies, there are three dimensions of organisational commitment which include Affective commitment, Continuance commitment and Normative Commitment. Shuck (2011), stated that identification and emotional attachment of the employees with the organisation are referred to as Affective commitment.

The employees feel comfortable to accept the organisation and to exert in efforts to achieve the goals and objectives of the organisation in this type of organisational commitment. Sorre, (2016) stated that continuance commitment of the employees occurs when the employees feel they must remain in the organisation after comparing the cost of leaving to the cost of staying. Anitha, (2016) said that when the cost of leaving increases, it results in the continuance commitment of the employee. Aladwan et al., (2015) stated that normative commitment refers to the feeling and obligation to remain associated with the organisation. It was further pointed out by Dajani, (2015) that only normative commitment makes the employees flexible and adaptive with the changes within an organisation. The hypothesis that was developed was based on a literature review as follows, and it was analysed in this study:

H₁: There is the significant influence of leadership styles on organisational commitment at SMEs

Methodology

The quantitative research design was used by conducting a survey method (Creswell & Creswell, 2017). The primary data collected for this study was gathered by using a close-ended questionnaire (Davies & Francis, 2018). The questionnaire was shared with different HR employees of different SMEs to gather a response on it. This study was based on random sampling. The purpose of choosing random sampling for this study is that equal opportunity of being selected is allowed by it, and hence every individual can get an opportunity to be selected. An openepi calculator was used to calculate the size of the sample of this study. However, there was no data available to verify the total population. Employees that are working in different SMEs (N=384) were finalised as the sample. However, to avoid any future complications, 400 survey forms were distributed. A total of 383 filled-in forms were received. Therefore, the return rate of

the survey was 95%. A self-prepared 10 item questionnaire was developed to measure the leadership style and commitment level. Responses were rated on 5-point Likert scale with a range from strongly agree to strongly disagree. The Cronbach alpha coefficient was found to be 0.96 for this study.

The primary data gathered has been analysed by using a quantitative method under which two different statistical tests are conducted. Descriptive statistics and regression analysis were conducted by using SPSS (V. 25) on the responses received from employees working at SMEs in order to determine their perspective regarding the leadership style and how it is impacting their working and commitment towards work. Descriptive analysis was conducted to analyse the responses received from employees, while, linear regression analysis was conducted to evaluate the impact of leadership styles on organisational commitment and to determine the predictive association. There are several ethical considerations that are part of this study (Peter, 2015). It has made sure that it does not disturb the privacy of any individual. Informed consent was provided by the participants including the details for privacy, confidentiality, and purpose of the research. This research has made sure that it keeps the respect of diversity, dignity, and protects the rights of individual respondents.

Results

Descriptive Analysis

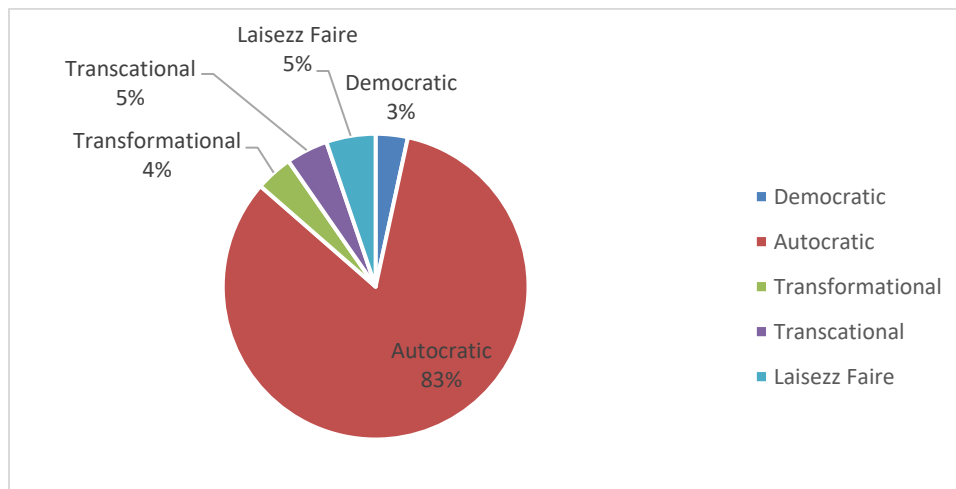


Figure 1: Perceived leadership style in tourism SME's (Source: Authors)

The above pie graph (figure 1) shows employees' responses regarding the leadership style that prevails in their tourism SME and the majority of them believe that it is the autocratic leadership style. This means that most of them are of the view that the leadership style at their organisation is more of a dictatorial one where employee involvement is less and that is why their opinion is not regarded much.

Table 1. Descriptive Statistics (N=383)

Items	Frequency/Percentage					M	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
2 My leader has autocratic leadership style due to which there is lack of employee involvement	250 (56%)	106 (28%)	15 (4%)	6 (2%)	6 (1%)	1.46	0.781



3	It is the leadership style due to which I am to strongly associate with this organisation	20 (5%)	30 (8%)	50 (13%)	200 (52%)	83 (22%)	3.77	1.040
4	Change in the leadership style would increase my commitment and involvement with organisation	150 (39%)	200 (52%)	15 (4%)	8 (2%)	10 (3%)	1.77	0.835
5	My emotional attachment with the organisation is low because the leader always imposes his/her decision	128 (34%)	200 (52%)	20 (5%)	20 (5%)	15 (4%)	1.94	0.973
6	I will remain in this organisation because I am given the opportunity to present my ideas and rewarded for every effort, I make	30 (8%)	38 (10%)	15 (4%)	150 (39%)	150 (39%)	3.92	1.237
7	The organisational culture at my workplace is highly supportive which motivates me to give my best	25 (7%)	28 (7%)	15 (4%)	200 (52%)	115 (30%)	3.91	1.102
8	Effective leadership at workplace is necessary to enhance employee commitment	200 (52%)	143 (37%)	10 (3%)	10 (3%)	20 (5%)	1.71	1.021
9	The success of my organisation depends on the extent to which the leader leads the team effectively.	125 (33%)	137 (45%)	20 (5%)	30 (8%)	35 (9%)	2.15	1.222
10	I often think about leaving my job	150 (39%)	158 (41%)	20 (5%)	30 (8%)	25 (7%)	2.01	1.161

Note: M=Mean; SD= Standard Deviation (Source: Authors)

The above table shows a mean result of 1.46 for item 2 and illustrates that a majority of the employees strongly agree (56%) that their leader plays an autocratic role, which causes a lack of involvement of employees in the organisation. A minimal number of employees disagreed with it. On the other hand, there is a minor deviation in the data indicating that it is reliable. For the third statement, the majority of the employees strongly disagree that employees are associated with the organisation because of the leadership role. The percentage on item 4 shows that the majority of the employees are agreed that a change in the leadership role at their organisation can increase the involvement and commitment of the employees. 1.77 mean shows that most of the employees strongly agree to this, while .835 standard deviation shows the little spread or disagreement employees have to this statement. The results on item 5 show that the majority of the employees agreed that the reason for their low emotional attachment with the organisation is due to the autocratic style of their leader who imposes decisions on them without their buy-in.

Furthermore, the spread in the data shows that there is less deviation from the mean results meaning the data is reliable. Item 6 illustrates that the majority of employees at SMEs choose to stay at organisations if they are given opportunities to give their opinion and ideas and are rewarded for the efforts they make. This shows that employees believe that their commitment to SMEs will increase if their efforts are recognised. The deviation from mean is also relatively low, meaning that the data is reliable. Results on item 7 indicate that fact that more than half of the employees of SMEs have disagreed (52%) with the fact that organisational culture at their workplace is supportive and that it gives them the motivation to work.

On item 8, more than half (52%) of the sample size strongly agreed with the perspective that effective leadership is essential for enhancing their commitment towards work. Based on this, it was analysed that the opinion of the employees working in SME is almost the same regarding effective leadership and its importance in commitment. Results of item 9 show that most of the employees of SMEs believe that the success of their organisation is dependent on the extent to which a leader is able to lead the team effectively. Item 10 indicates that the majority of the employees working in SMEs are of the perspective that they think about leaving their job, which shows that they are not happy with the business environment in which they operate.



Linear Regression Analysis

Regression analysis was conducted in order to determine the impact of leadership style on organisational commitment at SMEs.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.705	.454

a. Predictors: (Constant), autocratic leadership style

Table 3. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187.903	1	187.903	912.965	.000 ^b
	Residual	78.416	381	.206		
	Total	266.319	382			

a. Dependent Variable: Change in the leadership style would increase my commitment and involvement with organisation

b. Predictors: (Constant), autocratic leadership style

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.453	.049		9.189	.000
	Autocratic leadership style	.897	.030	.840	30.215	.000

a. Dependent Variable: Change in the leadership style would increase my commitment and involvement with organisation

Regression analysis shows the impact of the autocratic leadership style on employee involvement and commitment. The significance value is less than 0.05 which means that there is a significant impact of leadership style on the commitment and involvement of employees.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.486	.698

a. Predictors: (Constant), It is the leadership style due to which I am to strongly associated with this organisation

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.119	1	176.119	361.731	.000 ^b
	Residual	185.500	381	.487		
	Total	361.619	382			

a. Dependent Variable: My emotional attachment with the organisation is low because the leader always imposes his/her decision

b. Predictors: (Constant), It is the leadership style due to which I am to strongly associated with this organisation



Table 7. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.523	.134		-3.894	.000
	It is the leadership style due to which I am to strongly associated with this organisation	.653	.034	.698	19.019	.000

a. Dependent Variable: My emotional attachment with the organisation is low because the leader always imposes his/her decision

The results show the relationship between leadership style and emotional attachment, which is the affective dimension of organisational commitment. The significance value is less than 0.005, which means that there is a high impact of leadership style on the emotional attachment of employees with the organisation.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.883	.882	.424

a. Predictors: (Constant), The organisational culture at my workplace is highly supportive which motivates me to give my best

Table 9. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	515.836	1	515.836	2862.651	.000 ^b
	Residual	68.654	381	.180		
	Total	584.491	382			

a. Dependent Variable: I will remain in this organisation because I am given opportunity to present my ideas and rewarded for every effort I make

b. Predictors: (Constant), The organisational culture at my workplace is highly supportive which motivates me to give my best

Table 10. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.211	.080		-2.631	.009
	The organisational culture at my workplace is highly supportive which motivates me to give my best	1.054	.020	.939	53.504	.000

a. Dependent Variable: I will remain in this organisation because I am given the opportunity to present my ideas and rewarded for every effort I make

This result indicates the influence of organisational culture on the perception of employees to stay at the organisation. The result of ANOVA shows that the significance value is less than 0.05 which means that organisational culture serves as the means for employees at SMEs to determine whether or not to stay in the organisation .



Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.935	.934	.29748

a. Predictors: (Constant), The success of my organisation depends on the extent to which the leader leads the team effectively., Effective leadership at the workplace is necessary to enhance employee commitment

Table 12. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	481.306	2	240.653	2719.347	.000 ^b
	Residual	33.629	380	.088		
	Total	514.935	382			

a. Dependent Variable: I often think about leaving my job

b. Predictors: (Constant), The success of my organisation depends on the extent to which the leader leads the team effectively., Effective leadership at workplace is necessary to enhance employee commitment

Table 13. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.001	.031		.028	.978
	Effective leadership at workplace is necessary to enhance employee commitment	.286	.029	.252	9.998	.000
	The success of my organisation depends on the extent to which the leader leads the team effectively.	.705	.024	.743	29.462	.000

a. Dependent Variable: I often think about leaving my job

As per this results, it is noticed that leadership serves as the means for employees at SME to think about leaving the job. This is because the significance is less than 0.05 which means that the leadership style has a significant impact on the perspective of the employee to leave the job.

Discussion

The approach and manner of providing guidance to the individuals, planning, and implementation of the strategies as well as encouraging the employees are regarded as needed leaders skills. The complete pattern of explicit and implicit actions has been viewed by the employees as leadership. The first person who carried out a major study on leadership was Kurt Lewin (Cunningham, Salomone, & Wielgus, 2015). For the determination of various styles of leadership, Lewin had a group of researchers with him. Lewin's research has been appraised by Antonakis and House (2013) who regarded it as very influential in the various organisational contexts including those in the Large Management enterprises as well as Small Management enterprises. The leadership styles identified within the research of Lewin included democratic, autocratic as well as laissez-fair styles. History has brought evolution within the leadership studies, and various scholars have different and opposing views. There still has been some variation within the leadership concept and the behaviours of leaders (Diaz-Saenz, 2011). This has also been agreed upon by Odumeru and Ogbonna (2013) through emphasising that the refinement in the studies



related to leadership which has resulted in the transformational and transactional leadership styles.

The democratic style of leadership has been regarded as the procedure of the identification of the values and esteem of the employees, and then based on that, making a decision. This has been carried out by having an understanding of the employees, effective listening and having a discussion with the employees (Wellman & LePine, 2017). The democratic style of leadership includes trust, equality, integrity, and open-mindedness from the leaders. The authoritarian leaders are termed as autocratic leaders (Ojokuku, Odetayo, & Sajuyigbe, 2012). These types of leaders do not take any inputs from the other individuals and are also not concerned about their own wellbeing. This leadership style has also been criticised as it develops a hierarchal command chain which is highly structured (Tang, 2019).

The transformational leadership style includes the actions for making changes within the attitudes as well as the perceptions of the employees regarding the objectives and strategies of the organisation. However, this style of leadership also manipulates the employees for making the best use of their competencies (Bligh, 2017). On the other hand, the transactional leadership style is the procedure of creating the reciprocal relationship with the employees and it also requires the constant fulfilment of the reasonable expectations and desires of the employees within a fair workplace. Whereas, in the laissez-faire leadership style, the leader avoids the responsibilities by being absent whenever they want to be (Roueche, Baker III, & Robert, 2014).

The results of this research have made it evident that the majority of the leaders in tourism SMEs in Pakistan opt for an autocratic leadership style which mainly results in the lack of involvement of the employees. This problem can be solved by making changes in the leadership style. The imposing of the decision by the leader also lowers the emotional attachment of the employees. In order to increase employee commitment, an effective leadership style at the organisation is essential (Igbaekemen, 2014).

Based on a statistical analysis of regression analysis, it has been determined that there is a significant impact of perceived leadership styles on the involvement and commitment of employees. It is noticed that an ineffective leadership style is the means of low organisational commitment at tourism SMEs as employees do not feel motivated or supported and many think about leaving their jobs. The regression analysis indicates that perceived leadership styles have a direct impact on the dimensions of organisational commitment such as the affective and continuance dimensions.

Conclusion

It is the fact that several issues occur in the functioning of organisations day to day especially tourism SMEs. Improper adoption of leadership styles can increase the problems that manifest in the workplace. The purpose of this research was to explore the understanding of the impact of leadership styles on tourism SMEs and to acknowledge which leadership style is best suited. Currently, the perceived leadership style was found to be an autocratic style. However, it was also revealed by the survey that the autocratic style of leadership is producing problems of commitment for the employees in some tourism SMEs. Involvement of employees, affective, normative and continued commitment was found to be low due to the prevailing leadership style. Moreover, employees felt that they were not given importance as to their opinions and their



efforts are not at all appreciated. It means that a more effective leadership style will likely produce efficient organisational commitment among employees. However, for any future study, it would be beneficial to explore more variables related to commitment, for instance, the profile of commitment, job satisfaction, and performance among tourism SMEs employees.

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