

## Abstract

The purpose of this research was to study the causal relationship between leadership and team performance with affective commitment to leader as a mediator, and the causal relationship between perceived organizational support and team performance with affective commitment to organization as a mediator. The study also tested the moderation effect of the team leader's perceived organizational support and his affective commitment to organization on the following relationships: leadership and team performance, affective commitment to leader and team performance, perceived organizational support and team performance, and affective commitment to organization and team performance.

The subjects of this study were 45 crew teams from 9 companies in oil and gas carrier industry, of ship size not larger than 6000 Dead Weight Ton, trading within Thai waters and near coastal voyages.

Seven measurements were taken including transactional leadership, transformational leadership, level 5 leadership, affective commitment to leader, perceived organizational support, affective commitment to organization, and team performance.

Research findings were:

1. Neither leadership style nor the sum of transactional leadership, transformational leadership, and level 5 leadership affected team performance in any way, including total effect, direct effect and indirect effect in which affective commitment to leader was a tested mediator.
2. Each leadership style and the sum of transactional leadership, transformational leadership, and level 5 leadership predicted affective commitment to leader, with level 5 leadership as the most effective predictor.
3. Affective commitment to leader did not affect team performance, nor did it mediate the influence of leadership on team performance.

4. Perceived organizational support predicted both affective commitment and team performance. But affective commitment to organization did not mediate the effect perceived organizational support had on team performance.

5. The team leader's perceived organizational support moderated the effect that crew team's affective commitment to organization had on team performance