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MASTER THESIS

Vadovavimo stiliaus, įgalinimo ir komunikacijos efektyvumo vaidmens įtaka darbuotojų įsipareigojimui	**The influence of leadership style, empowerment and role of communication effectiveness on employee's commitment**

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Table of Contents

List of Tables

List of Figures

INTRODUCTION

Relevance of the Topic

The optimization of relationships between leaders and employees is one of the critical aspects of organizational behaviour and can be characterized by employee commitment. Organisational culture is created by leadership (Borkowski, 2012), and organisational leadership directly impacts employee satisfaction, commitment, and productivity. The elevated levels of employee commitment are associated with lower turnover intent and stable and improved organisational performance (Avolio et al., 2004).

Organisational changes, which transformational leadership is normally associated with, owing to its published key focus on motivation and inspiration, have been widely investigated because of the significant correlations with positive impacts on individuals within organizations (Holtom et al., 2008) This style promotes the development of good alliances and creates elevated levels of expectations and a culture of innovativeness and risk-taking, as noted by Nasra and Heilbrunn (2015). The employees develop higher levels of affective commitment because they experience a psychological connection with the organisation they work for, thus experiencing lower turnover intentions and exhibiting (Göncü et al., 2014).

Another of the described types of leadership is transactional, which can be defined as a structured leadership style that focuses on the use of rewards and punishments to influence employee behaviour While transactional leadership is well suited to accomplish short-term objectives and ensure business-like operations within an organisation, it does not incorporate the component that creates lasting employee commitment or enhances intrinsic motivation (Amankwaa & Anku-Tsede, 2015). Staff who operate under this type of leadership for extrinsic motivation; this translates to demotivation if such incentives are eliminated or decreased.

Laissez-faire, on the other hand, is permissive with little leadership guidance and unrestrictive to its employees. This can lead to increased creativity and a feeling of self-power, but it also leads to low degrees of commitment because many are likely to regard them as neglected (Hassan, 2013). This lack of guidelines and boundaries may make employees feel abandoned under laissez-faire leadership, resulting in dissatisfaction, low work productivity, and high turnover rates (Campbell, 2017). This style is especially unhelpful in organisations where subordinates need guidance on what to do for them to work to the best of their abilities and be corrected whenever they make a mistake. Such organisations are faced with challenges such as

reduced productivity and a lack of organisational commitment among their employees (Buchholz & Eichenseer, 2019).

Research Gap and Level of Exploration Although prior research has addressed the relationship between leadership styles and employee outcomes, most studies isolate either empowerment or communication effectiveness as singular mediators. This fragmented approach does not reflect the multidimensional nature of organizational behavior. Especially in post-pandemic, hybrid work environments, the intersection of empowerment and communication may jointly determine employee commitment. Hence, this study aims to fill this underexplored dual-mediation gap

Studying the effect of leadership styles on employee commitment requires reviewing how different leadership practices affect employees' employee commitment at the workplace. In its efficiency, transformational leadership has a great positive influence on affective commitment, which is the sentimental connection that an individual has towards the organization. This type of leadership focuses on the vision and challenges, commitment, and trust as the tools that enhance subordinates' commitment to their tasks, duties, and responsibilities, as well as encouraging individuals to identify their careers with the achievement of organisational objectives and goals (Nasra & Heilbrunn, 2015). According to actual findings, transformational leadership can minimise turnover and maximise the levels of engagement and organisational citizenship behaviour (Göncü et al., 2014). Research like in Garzón-Lasso et al. (2024) with 577 executives from South America substantiates that transformational leadership in line with commitment has a positive moderating influence on employee commitment for a culture built on trust and empowerment.

Transactional leadership is coupled with the creation of extrinsic motivation based on a reward-and-punishment system. This style fosters a kind of forced compliance in which employees stay with an organisation because it provides perceived value or because they risk losing it. The analysis of transactional leadership shows that while it guarantees obedience and group productivity, it rarely fosters genuine emotional engagement. It should also be noted that those who are motivated by transactional forms of leadership are extrinsically motivated and, therefore, may not remain committed if those rewards are reduced. This leadership style is most helpful when there is a need for direction and system-like operations, such as in a bureaucratic or manufacturing setting.

In passive avoidant or laissez-faire, the leaders do not even give feedback, and the employees have high decision-making control. Where this is the case, it can lead to increased creativity in many highly autocratic work roles, although it usually leads to decreased employee engagement owing to perceived organisational support cutbacks (Hassan, 2013). A study shows that passive-avoidant leadership is positively linked to turnover and negative productivity (Campbell, 2017). The nature of work in such environments means that employees can feel rather distanced from their leadership and the organization more broadly and, therefore, will tend not to develop high levels of job satisfaction or identify strongly with the enterprise; these employees are more likely to be actively seeking other opportunities (Buchholz & Eichenseer, 2019). Consequently, the study of leadership types reveals that, on the one hand, transformational leadership fosters long-term employee engagement through the encouragement of power and trust, and, on the other hand, transactional leadership pursues short-term outcomes, and the laissez-faire type decouples engagement unless it is combined with sufficient direction.

The novelty of the Master thesis: While previous studies have explored the impact of leadership styles on employee outcomes, few have examined the combined mediating role of both empowerment and communication effectiveness in this relationship.

This study introduces a dual-mediation model where both empowerment and communication effectiveness jointly explain the impact of leadership styles on employee commitment an integrative lens absent from most leadership studies.

Addressing the gap by investigating how transformational, transactional, and laissez-faire leadership styles influence affective, normative, and continuance commitment through the dual mediators of empowerment and communication effectiveness. By integrating these dimensions into a single conceptual model, the research offers a more holistic view of organizational dynamics. This approach is particularly valuable in organizational environments where trust, clarity, and autonomy are critical for sustained engagement such as those adapting to changing workplace expectations and leadership challenges.

The problem of the Master thesis: Employee commitment plays a vital role in determining organizational performance, influencing turnover rates, productivity, and overall workforce stability. Leadership style is widely recognized as a key factor in shaping commitment (Avolio et al., 2004; Nasra & Heilbrunn, 2015). However, while numerous studies have investigated the direct link between leadership styles and employee outcomes, many have

done so in isolation focusing either on empowerment or communication effectiveness (Ruppel & Harrington, 2000) as standalone variables.

There remains a significant research gap in understanding how empowerment and communication effectiveness jointly mediate the relationship between leadership styles and employee commitment. For example, Garzón-Lasso et al. (2024) highlighted the moderating role of transformational leadership in shaping commitment, but did not explore the mediating mechanisms. Similarly, Jyoti and Bhau (2016) emphasized empowerment without considering the layered influence of communication.

This lack of integration limits both theoretical development and practical application in organizational leadership. Without addressing this gap, organizations may continue to adopt leadership approaches that overlook the deeper psychological mechanisms needed to foster lasting employee commitment.

<ins>The aim of the Master thesis:</ins> This study aims to investigate the impact of leadership styles on employee commitment, with a specific focus on the mediating roles of empowerment and communication effectiveness.

<ins>Objectives</ins>

- To assess how transformational, transactional, and laissez-faire leadership styles individually influence affective, continuance, and normative commitment.
- To explore the mediating role of empowerment in the relationship between leadership styles and employee commitment.
- To evaluate mediating role of communication effectiveness in enhancing relationship between Leadership styles and employee commitment.
- To derive practical leadership insights that integrate empowerment and communication to enhance workforce commitment

Structure of the work

The structure of this thesis reflects a logical progression from conceptual foundation to empirical testing and practical recommendations.

Introduction section introduces the research topic, highlighting its relevance, research gap, novelty, aim, objectives, and structure.

Chapter 1: Theoretical Concepts: This chapter presents a comprehensive literature review on leadership styles (transformational, transactional, and laissez-faire), types of employee commitment (affective, continuance, and normative), empowerment, and communication effectiveness. It outlines how these concepts are interrelated and supported by theoretical frameworks.

Chapter 2: Methodology: This chapter explains the research design, conceptual model, hypotheses, and data collection methods. It describes the quantitative approach, the structure of the questionnaire, the sample size, and the analytical tools used to assess the relationships between the variables.

Chapter 3: Analysis of Empirical Results: This chapter presents the statistical analysis, including descriptive statistics, normality testing, correlation, regression, and hypothesis testing. It interprets the findings in relation to the research questions and theoretical framework.

Conclusions and Recommendations: The final section summarizes the key findings, discusses theoretical and practical implications, outlines limitations, and provides recommendations for future research and organizational practice.

Appendices and Summaries: Includes the full questionnaire, data tables, and Lithuanian/English summaries.

1. THEORETICAL CONCEPTS ON LEADERSHIP STYLES, EMPLOYEE COMMITMENT, EMPOWERMENT, COMMUNICATION EFFECTIVENESS

This section of the master thesis is a theoretical analysis of the different authors' scientific literature regarding the influence of leadership style, empowerment and role of communication effectiveness on employee's commitment. Theoretical aspects are extremely important in order to summarize other author's findings and find out discrepancies.

1.1 Introduction to Leadership Styles

Firstly, Leadership styles refer to the particular behaviour or behaviours that a leader uses to influence subordinates. As the years go by, researchers have focused much of their efforts on an understanding of how leadership patterns influence organisational performance and satisfaction. Many authors claim that this concept increases interpersonal satisfaction and organisational commitment and also enhances organisational creativity and performance at the workplace and in various sectors (Alonderiene & Majauskaite, 2016). Those leaders who implement this style rely on vision, enthusiasm, and coaching so that the workers generate high commitment and innovative solutions in the long term (Afsar & Umrani, 2020). Transactional leadership, on the other hand, aims at organizing structures, incentives, and trends to control behaviour. Despite this, this style will maintain order and increase the ability to get tasks done in environments that are highly dynamic; it will discourage creativity though (Afshari & Gibson, 2016).

As noted in the literature, transformational leadership has the capacity to influence organisational change considering its ability to appeal to higher-order needs in order to achieve the organisational objectives. It has also been found to be helpful, especially in encouraging creativity on the job through the provision of ideas, incitement of generation of new ideas, and encouragements to reasoned conflict (Afsar et al., 2014). Besides, knowledge creation occurs in connection with the transformational culture when leaders foster trust and delegate the employees' responsibilities effectively (Afsar et al., 2016). On the other hand, the examination of laissez-faire leadership styles that involve little monitoring and supervision has been shown to have moderate results. Although this style is effective for organisations with highly motivated employees who are capable of setting their goals, it leads to confusion and demotivation in organisations that need to be well guided, especially teams (Ahmad et al., 2014).

The following are some of the benefits of transactional leadership: Transactional leadership has been well suited for organisations in settings that require stability, definition, and order. In this

way, transactional leaders facilitate the decrease of such aspects as ambiguity and increase the chances of employees' effective activities corresponding to business objectives (Alkhatani, 2016). This also maintains performance incentives according to the performance delivery, which is especially improved within functional jobs (Ali & Dahie, 2015). But transacted methods can make work culture static, uncreative, and do not meet the emotional quotient of an employee (Alamir, 2010). Thus, most organisations are currently trying to come up with incorporation of the features of both transactional and transformational leadership.

The literature review reveals that attitudes towards leadership styles have been researched many times with indication that transformational leadership is more beneficial in emotionally charged positions. According to Alkhatani (2016), employees under transformational leaders are likely to have higher levels of organisational commitment and job satisfaction because the leaders are able to establish a relation between the employee's goals and the objective of the organization. Honest, ethical, and predictable behaviour that is typical for authentic leadership has been considered to have a positive effect on the employees, especially in organisations that experience high turnovers. Research has established that authentic leadership improves psychological capital, which embraces employee self-efficacy, hope, optimism, turnover intention, and job satisfaction (Amunkete & Rothmann, 2015).

The training has, therefore, become a core approach to building leadership skills and improving the general outlook of employees on leaders. For example, research has shown that there is higher leadership-training value to public sector employees than private sector employees given the difficulty of such settings (An et al., 2019). Such programs are especially effective when directed at developing transformational and authentic leadership because when the leaders are able to connect with the employees, they are able to create a sense of inclusion (Amoako-Asiedu & Obuobisa-Darko, 2017). In addition, strong management has been found in quantitative terms to have a direct correlation with staff commitment and productivity, specifically in industries where employees report to work with few resources and most of the time work under pressure.

In the education arena, for instance, the now famous call for change through general leadership practices has been revealed to influence teacher job satisfaction and retention. Those leaders who use transformational leadership foster conditions that make the teachers feel appreciated and motivated to impact student success (Ali & Dahie, 2015). This is particularly important if taking into account the low-resource context of the teaching profession, including secondary teachers in Somalia, where teachers operate under various constraints to perform their tasks. However, transactional leadership in such settings offers the requisite frameworks and

predictability to guarantee accomplishment of targeted performance, yet with more focus on the emotive aspects of followers than transformational leadership (Ahmad et al., 2014).

While both transformational and transactional leadership have their impact on employee behaviour and overall results, there remains a difference between them. Resultant, transformational leadership, which is prevalent in goal commitment, stresses the need to bring about motivation and instill purpose in the workforce. While transactional leadership is much more orientated towards the immediate task and short-term compliance, which can be in many ways beneficial in discharging operational objectives (Al Ariss et al., 2014). It follows therefore that the leadership choice is informed by the organisational goals and objectives, the task characteristics, and the human capital characteristics.

The cultural factors are also used in identifying how strategies in leadership styles will be effective. For instance, in Middle Eastern organisations, transactional leadership has been established as more suitable because of cultural endorsement of formalized power and authoritative decision-making (Alkhatani, 2016). On the other hand, transformational leadership has grown popular in the western world, where people are known to embrace free agency and creativity (Ali & Dahie, 2015). This re-emphasizes the call for situational leadership that requires one to factor culture and context before implementing the leadership interventions. Table is of Summary.

Table 1:Summary Table of researcher's findings about Leadership Styles

Afsar & Umrani (2020)	Transformational	Encourages employee innovation, long-term commitment, and enthusiasm through visionary leadership.
Afshari & Gibson (2016)	Transactional	Ensures structured tasks, maintains clarity and orders but limits creativity.
Afsar et al. (2014); Afsar et al. (2016)	Transformational	Fosters creativity, innovation, and effective knowledge sharing through trust and delegation.
Ahmad et al. (2014)	Laissez-faire	Suitable for highly autonomous and self-motivated teams; risks confusion without proper guidance.
Alkhatani (2016); Ali & Dahie (2015)	Transactional	Effective in structured, stable environments with clear authority; limited emotional engagement.
Alamir (2010)	Transactional	May cause disengagement due to lack of emotional consideration.
Alkhatani (2016); Ali & Dahie (2015)	Transformational	Suited to cultures emphasizing innovation, creativity, and individual autonomy.
Alonderiene & Majauskaite (2016)	General	Leadership styles significantly influence organizational performance, employee satisfaction, and creativity.

Source: prepared by the author, according to researchers, mentioned in the table

The findings emphasize that different leadership styles impact employee outcomes in distinct ways. Choosing the appropriate style depends on organizational context, culture, and employee needs. Summary of framework is in Figure 1.

Consequently, the culture of leadership plays a determined role in the effectiveness of organisations as well as the satisfaction of the employees. Although transformational leadership is most effective in helping to create change and generate commitment, transactional leadership gives direction to change efforts in the organisational environment. While laissez-faire leadership is less organized to some extent, it can be effective for employees with a great deal of qualification but might create issues in other teams that are less autonomous. The success of each style depends on several factors, such as organisational culture, characteristics of the employees, and the cultural environment of the country. Therefore, flexibly and adaptively estimated leadership styles improve the objectives of the organisations and the climate of the workplace, hence its dynamics.
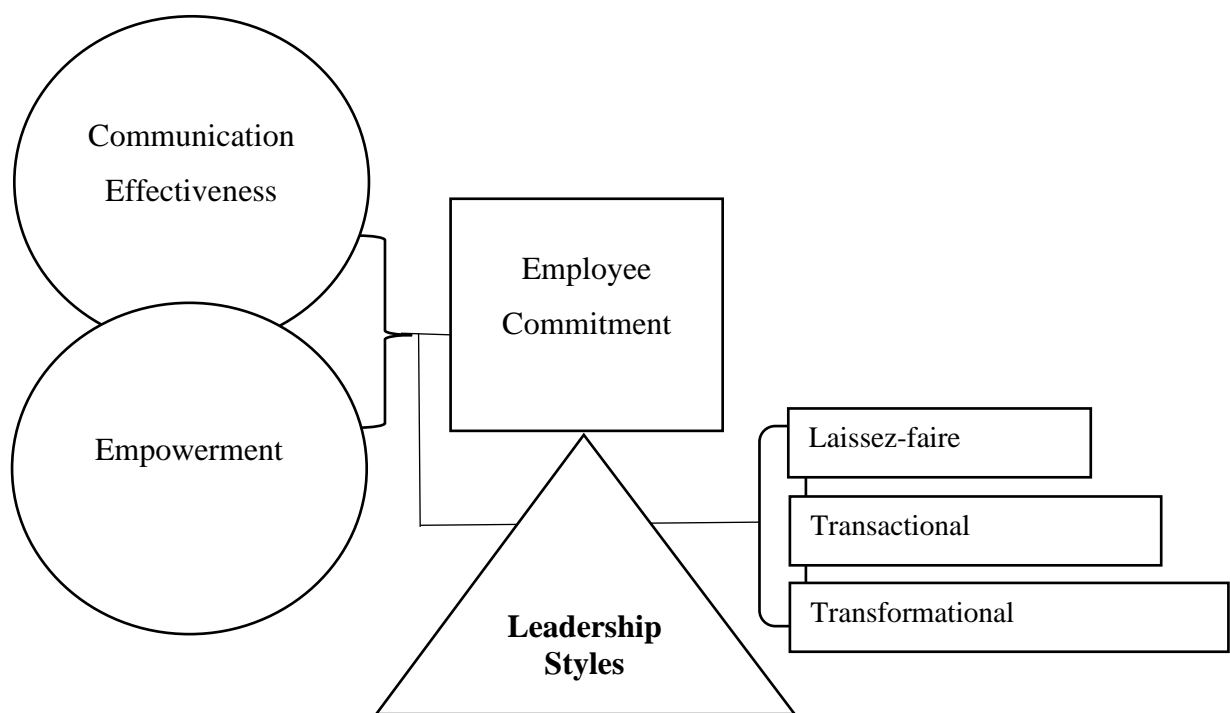
Figure 1:Summary Framework Introduction

Source: prepared by the author, according to researchers based on stated information

These leadership styles can be further understood through the lens of Path–Goal Theory, which posits that effective leaders adapt their behavior to support subordinates' goals and the demands of the environment (House, 1971). For example, transformational leaders clarify vision and reduce obstacles, helping employees pursue goals through motivation and inspiration. Transactional leaders, meanwhile, create structured paths through clear reward systems, while laissez-faire leadership often fails to guide followers toward defined outcomes.

1.2 Transformational, Transactional, and Laissez-Faire Leadership

1.2.1 Transformational leadership

Transformational leadership has become popular mainly because it can effectively mobilize commitment from subordinate employees. This leadership style, which focuses on vision, creativity, and orientation of individual employee's requirement, has shown overall effects on organisational results and productivity (Aslam & Khan, 2011). Transformational practices thus require leaders to act in ways that mobilise or facilitate the realisation of follower potential, that is, behaviours that appeal to the followers' cores of values and aspirations (Miller, 2022). Such leaders have been also demonstrated to enhance faculty engagement and enhance organisational performance especially within academic organisations which require teamwork and innovation (Antonio et al., 2000). The ultimate guide to transformational leadership.

Numerous studies confirm that transformational leadership fosters organizational performance through multiple pathways—vision articulation, employee empowerment, and trust-building (Aslam & Khan, 2011; Aityan & Gupta, 2012). For instance, Aksoy (2015) emphasizes the role of structured communication in enhancing decision-making engagement, illustrating how transformational leaders leverage participatory approaches to deepen commitment. These multidimensional outcomes suggest that transformational leadership extends beyond charisma, functioning as a structural enabler of empowerment and commitment.

Self-transformational leadership has also been evidence to build corporate identification and growth of firms among employees. Managers who display this kind of leadership provide confidence and foster accountabilities for innovativeness that enhances organisational outcomes (Aityan & Gupta, 2012). Transformational leaders organized structural communication patterns and brought about employee engagement in decision-making, which increases loyalty and satisfaction of the employees despite the hardness of the industries and the competition (Aksoy, 2015). Also, it was found that transformational leadership has the potential to boost talent retention through matching organisational goals and skills as well as through creating developmental career opportunities (Akunda et al., 2018).

Another group of authors has examined the moderating effects of employee commitment with regard to transformational leadership in the context of organisational performance. Studies conducted in UAE organisations showed that transformational leadership behaviours had a significant impact on recruitment practices and employees' retention as a result of improved commitment (Alansaari et al., 2019). Through the empowerment of the firm's estimation of

meaning and core values, the transformational leaders build the space where the employees will remain loyal and enhance their long-term productivity. This approach has been helpful in areas like oil and gas, where transforming leaders improve managerial performance by filling human needs while meeting organisational requirements (Alkipsy & Raju, 2019).

Organisational commitment has also been associated with transformational leadership through communication satisfaction as a mediator. Proactivity, one of the communication channels in transformational leadership, promotes totem within work groups, thereby enhancing commitment from employees (Ammari et al., 2017). In hospitality and tourism literature, it has been noted how, thanks to transformational leadership, favoritism is minimized and fairness maintained, enhancing organisational justice and employee engagement (Arici, 2019).

The impact of transformational leadership on the satisfaction of employees and also the growth of the firm has also been supported by the research on entrepreneurship. When organisational leaders champion creative work climate and learning orientation of the employees, then there will be an improvement in the innovative work behaviours of the employees, which in turn will result to improvement in organisational performance according to Antidumping and Badir, (2018). This kind of leadership has been most useful to organisations in the changing environments because in those industries, the issues of adaptability and innovation are central to the success of the organization (Anjum et al., 2018). This realization reaffirms the role of inspirational leadership in developing managerial and leadership reserves for future generations and identifying knowledge-based sectors.

All in all, the transformational type of leadership has become one of the key factors for organisational performance, employees' satisfaction, and retention. When discussing the goals of transformational leadership, it is vital to understand the increased attention to vision, communication, and employees; this will encourage innovation, staff commitment, and long-term perspective. This again finds support in the fact that the static leadership style augments efficiency when applied with cultural and ethical sensitivity to make it suitable for a variety of organisational settings.

1.2.2 Transactional Leadership

Transactional leadership is described as a sub-type of leadership based on authoritative organization structure, organizational performance, and organizational rewards. This approach makes it possible for employees to understand the expectations that are required of them and should therefore help to foster accountability and thus increase efficiency the organization (Azis

& Kurniawan, 2019). Also known as operational, transactional leaders' main focus is on the present, with little or no thought for the future outcomes to be achieved hence their major aim is to get things done without bending the required rules. This kind of leadership style also works in places where orderliness is important, including when faced with normal operations, planning, or bureaucratic work (Azis & Lestaringingsih, 2018).

Transactional leadership has proven useful, especially in educational institutions, in the enhancement of teacher performance as well as attaining organisational goals. School principals adopting transactional leadership provided role orientation as well as organisational reward for achieving organisational educational objectives, which in turn created organisational commitment and a sense of accomplishment among the teachers (as suggested by Cemaloglu et al., 2012). This leadership approach has been prominent for organisations that operate in well-defined environments with clear-cut measures of performance, like skills-based educational programs (Ala, 2017).

Transactional leadership has gained widespread recognition for enhancing task clarity, operational efficiency, and employee accountability through a reward-based system (Amankwaa & Anku-Tsede, 2015; Asgari et al., 2008). By aligning employee output with organizational goals, transactional leaders create structured environments where expectations are explicit and performance is measurable. While this approach effectively boosts job satisfaction in predictable and rules-driven environments, its rigidity may limit creativity and emotional engagement in dynamic or innovation-focused settings (Acton et al., 2019).

Transactional leadership has been observed to be effective in environments that are highly accounted for, namely healthcare practices. Healthcare managers adapting transactional leadership have been able to implement actions that lead to the enhancement of processes that take care of the needs of the patients and operations by adhering to the rules and regulations (Azis & Kurniawan, 2019). These structured approaches help make sure everyone has an understanding of their responsibilities and, in the process, discourage mistakes that may arise out of misunderstandings, thus improving the productivity of the entities involved (Avolio et al., 2004).

However, the implementation of transactional leadership can be quite effective in the achievement of scope objectives but can have quite large drawbacks, especially when it comes to the creation of long-term obligations by the employees to the organization. Critics have observed that even though transactional leaders perform very well in improving performance and establishing authority, they may lack creativity in tasks and rewards based on results (Ashforth &

Schinoff, 2016). To overcome these drawbacks, scholars and practitioners have started using the combined leadership model that typically combines transactional constancy with transformational vision, providing both order and inspiration (Alipour et al., 2017). Such balanced perspectives make it possible to retain employees' high level of involvement and, at the same time, fulfil short-term organisational goals.

It has also been argued that transactional leadership influences the behaviour of employees at the workplace, more so those serving in public entities. Research undertaken in Ghana shows that transactional leadership positively Aims at improving the employee motivation in which leaders relate rewards with the achievements of performance, a factor that promotes productivity and job satisfaction among the employees of an organization (Binfor et al., 2013). However, this approach has been more effective in organisations that have a bureaucratic environment characterized by a high level of formalization. Due to clarity of expectations and accountability, transactional leadership contributes to the organization's stability and productivity (Avolio & Gardner, 2005).

Positive relationships between employee loyalty and commitment and transactional leadership have been affirmed in other industries. In the choice of leadership behaviour that manifested in the hospitality sector, leaders who effectively used transactional behaviour brought out positive change (Caillier, 2014) in the levels of employee attrition through linking reward and recognition pathways with performance indicators (Babalola, 2016). These structures shape a reasonable work environment, whereby the employees are expected to remain loyal and continuously work (Bacha, 2014). Nevertheless, transactional leadership is found to excel when addressing typical and foreseeable assignments but can be less effective in situations that require creativity or understanding of the emotions of others (Caillier, 2016a).

Ethical and compliance behaviour has also been associated with transactional leadership. Those leaders who adopt this style will focus on compliance with the set procedures and codes of ethics, cleaning the employees' behaviour with organisational culture (Caillier, 2016b). It helps in creating a positive ethical work climate and a democratic and accountable organisational environment, which minimizes the cases of misconduct leading to an improved organisational reputation (Brown & Treviño, 2006). Promulgation of expectations coupled with proper sanctions makes employees feel secure and enforces voluntary personal responsibility among them.

Due to the focus on the tangible results, transactional leadership has been preferred when the situation demands compliance with organisational performance metrics. In traditional

industries, particularly the mechanical industries like manufacturing and logistics business, transactional leaders make sure that industry controls the processes as well as the results. This leadership style has been most successful in flattening out errors and increasing rate of work, which points towards it being most advantageous in a bureaucratic milieu (Bromley and Kirschner-Bromley, 2007).

So, after going through this part, it's clear that transactional leadership is really about structure, rewards, and keeping things on track.

Nevertheless, there is also some weakness related to the use of transactional leadership. Workers in changing and high-tech organisations may look for expression and novelty that can be lacking in transactional leadership. Those organisations seeking to fill this void have started implementing aspects of transformational leadership that relieve motivation while adhering to transactional aspects all through (Bass and Riggio, 2006). This blended approach helps organisations to achieve their operational objectives and missions as well as engage their citizens in the long term in a more flexible way.

1.2.3 Laissez-faire Leadership

Laissez-faire leadership is characterized by leaders allowing their subordinates to work without close supervision and make their decisions by themselves. This form of leadership tends to delegate responsibilities and let individuals work on these tasks while using their own motivation, knowledge, and accountability to deliver on organisational objectives (Chaudhry & Javed, 2012). Laissez-faire leadership has been found to yield both positive and negative results based on several factors, such as the organisational environment, employees' skills, and the type of work. In creative and highly skilled teams, this approach promotes creativity and increases the level of motivation at the workplace through providing freedom to come up with ideas and find the solutions on one's own (Çetin et al., 2012). However, in the grouped tasks that entail routine oversight, absence of course yields confusion, demotivation, and reduced productivity (Chaudhry & Javed, 2012).

Those leaders who apply the policy effectively, usually set objectives that encourage heads of subordinates to be responsible for their responsibilities and be innovative at workplace (Chen et al., 2019). Thus, in circumstances where other aspects of communication competence are weak, this form of leadership may leave a dangerous power vacuum which, in turn, may lead to adverse effects on team relations and organisational results (Chernyak-Hai & Rabenu, 2018).

There is however also a discussion of laissez-faire leadership within the context of organizations' ethics and liability. When using this type of leadership, the leaders usually encourage subordinates work on their own, an action that can enhance ethical practices since the leaders trust them, yet it can also deter since there is nobody supervising the employees (Chapman, 2019). The previous studies have postulated that while implementing ethical culture in organizations, the operation of laissez-faire leadership increases the level of satisfaction and commitment from the working personnel by minimizing organizational restraints (Chen et al., 2002). However, in the environments which are less formalized, people's lack of supervision results in unethical behaviours and the overall decrease of responsibility (Chatman & O'Reilly, 2016).

This type of managerial behaviour is deemed to foster creativity and proper knowledge management in knowledge-based industries at work (Chi et al., 2012). However, such systems' effectiveness is critically dependent on the workers' intrinsic motivation and sufficient self-organization. The article also agrees with the fact that when people in teams do not have such qualities enough support needed is not available, this leads to reduced performance and withdrawal (Curtis, 2018).

Organizations in the public sector have noted mixed results flying in the face of laissez-faire leadership. At workplaces where people are motivated and professional, this kind of leadership has facilitated increased discretion and productivity and thus increased satisfaction (Campbell, 2017). On the other hand, in structures where clearly defined directives and constant supervision is necessary, the laissez-faire leadership has been associated with neither adequately effective nor arbitrarily satisfactory as it lacks structure and guidance (Chong et al., 2017). Considering these papers, while the use of laissez-faire style is perfectly feasible, its appropriateness depends on several organizational factors.

Research has established that laissez-faire leadership affects organisational commitment in many ways. Ideally, such a leadership style is suitable for those employees working in positions that allow independent work or jobs concerning the creative sector since it does not interfere with the workers' plans (Cho et al., 2019). This kind of independence thus strengthens the bond felt for the company, passion, and dedication, in addition to the loyalty. However, in environments where more collaboration is required or where more structure is needed, there is a common disengagement and decrease in performance (Choi et al., 2015).

Lack of direction from top management has also been analysed as regards to organizational culture particularly under laissez-faire leadership. The laissez-faire leaders also maintain organizational culture and organizational values and where the structure is well developed employees are allowed freedom to take primary responsibility for their job tasks (ChenXi & Sara, 2019). However, in less integrated firms, lax steering hampers organization cohesiveness, making decision-making and performance inconsistent; leadership must correspond with the organizational culture (Casimir et al., 2012).

Laissez-fair leadership has also been regarded as being well associated with ethical standards and cooperation with regulations at workplaces. It is argued that this leadership contributes to a sense of responsibility and trust, well, other authors are of the opinion that this leadership reduces the chances of enforcing sound ethical practices in the organization due to the culture of minimal supervision (Clapp-Smith et al., 2019). Those working in the laissez-faire environment use peer pressure to ensure that everyone is pulled up if they are to be dismissed; this either enhances or degrades the group personality relying on the group personality and values that everyone upholds (Coyle and Foti, 2015).

Lack of structure and direction has been well understood in creative occupations whereby the leadership style of letting people do as they please have encouraged creativity. Such leaders give their subordinates permission to explore, tinker and innovate on ideas while leading various projects, meaning that productivity and morale amongst employees, in general, will be optimal (Day & Sin, 2011). Second, lack of structure and direction results into time wastage, deficient performance and variance when faced with crises or huge pressure to decide on something or the other (DeRue, 2011).

As business suggests, there are however a few drawbacks of using the laissez-faire leadership style in planned organisations with set orders and duties that require total compliance and supervision. A study revealed that workers within such environment particularly lack direction, and lack thereof leads to frustration, thus declining motivation, and productivity (DeRue & Ashford, 2010). To overcome these issues the concept of hybrid leadership is considered as the best solution to include the freedom to work and self-organization with strong leadership and control (DeRue et al., 2015).

On balance laissez-faire leadership is defined as a style of leadership that is characterized by the delegating of decision making to employees. Having been useful in enhancing creativity, innovation and promoting employee satisfaction in some ways, its application has been observed

to yield positive results based on the social relations of the employees, organizational environment, and characteristics of tasks. Many of the challenges include the following: - A lack of leadership engagement that is attributed to passive leadership therefore creates such issues as reduced governance responsibility, functionality, and Offline, especially in a structured or formal organizations. Based on the strengths and weakness of the laissez-faire leadership style, the study concludes that organisations should incorporate this model in their leadership approach because outsourcing and delegating authoritative power to employees has the potential for the success of the organization in the long run while maintaining both freedoms for workers and accountability for their actions.

1.3 Employee Commitment

Starting from definition Employee commitment refers to a psychological attachment that individuals feel toward their organization, encompassing emotional connection, loyalty, and a desire to contribute to its success (Meyer & Allen, 1991; Deluga & Souza, 2011). It is a critical driver of organizational performance, influencing turnover rates, productivity, and job satisfaction. The nature of commitment is further detailed in Section 1.4, where its three core dimensions— affective, continuance, and normative commitment—are explained in depth. Scholars have categorized employee commitment into three dimensions, which include three categories: effectiveness, continuance, and normative commitment. Affective commitment is rooted in feeling with the organization; continuance commitment originates from perceived interrelated cost; and normative commitment comes from the perceived social pressure or obligation to stay with the organization (Dey, 2012). These dimensions actuate and interact with each other to influence the behaviours and attitudes of employees and their commitments to the organisational goals.

The strongest form of commitment is thus regarded as affective commitment because it involves identification with the organization. It is suggested that affective commitment would be positively associated with job satisfaction, organisational performance, and organisational loyalty in the employees (Gupta and Kumar, 2013; Donkor & Zhou, 2018). Previous research also reveals that transformational leadership increases affective commitment through promoting trust, motivation, and visionary sight (Dust et al., 2014). Further, it confirms that transformational leaders make use of self and collective identification associations to foster employee emotional ties while merging the organization's purpose with employees' goals (Ennis et al., 2018).

Studies have also found that affective commitment is influenced by the organisational culture. This paper established that when organisations foster collaboration and innovation,

encourage ethical reasoning, and value employees, they foster positive emotional attachment (Epitropaki & Martin, 2004). Moreover, literature revealed that affective commitment is linked by job satisfaction and decreased turnover intentions, hence essential for organisational performance (Farjad & Varnous, 2013).

The continuance commitment is therefore the perceived cost of existing an organization. Employees with high continuance commitment may stay at a particular employer because they cannot afford to find better things elsewhere, there are no better contracts on offer, or they lack the skills to move up (Donkor & Zhou, 2020). Although this kind of commitment helps retain more employees within the organization, it may not necessarily mean that the workers are highly performing or motivated (Farh et al., 2004). Managers who exhibit transactional leadership aspects constantly support continuance commitment by making the organisational membership attractive by offering personnel incentives commensurate with organisational tenure (Gelaidan & Ahmad, 2013).

Measuring continuance commitment has been criticized because it allows the creation of compliance culture. Ming et al. (2013b) also pointed out that while externally driven employees might result from an external 'pull' sometimes this lack of 'push' from within, an intrinsic motivation for innovation and creativity might be lacking in the employees. In other industries, continuity commitment can be useful in various and especially in the industries where job insecurity is high; for instance, in the public sector, it helps in the lowering of turnover rates (Goulet & Frank, 2002).

Intellectual commitment is based on a conscious decision to stay with a given organization. When employees possess a high form of normative commitment, they feel obliged to adhere to the requirements of the organization due to considerations of commitment based on previous investment that has been made by the organization or due to cultural beliefs that may be upheld by the corporate world (Garza et al., 2014). This dimension of commitment is especially manifested in collective cultures since dedication to an organization is a virtue.

The concept of normative commitment is especially important and relates to leaders' actions to maintain an appropriate attitude and offer people a chance to develop as individuals and employees. For instance, transformational leaders build cohesion by portraying concern for followers and by cherishing organisational objectives familiar to the followers' self-identity (Grant, 2012). Furthermore, the pressure for compliance or legal commitment grows when

organisations highlight ethical principles, equity, and social sensitivity, which are compatible with employees' values (Gill, 2011).

This paper has established that leadership styles contribute to levels of employee commitment in different dimensions. Dust et al. (2014) found positive correlations between transformational leadership and affective and normative commitment because of the concentration on inspiration, trust, and vision. Transactional leadership, on the other hand, enhances continuance commitment as it involves formulation of organisational expectations as well as provision of incentives for conformity. Laissez-faire leadership has a 'tangle or indirect relationship with commitment because its impact largely depends on employees' autonomy and organisational culture (Donkor & Zhou, 2020).

According to various researchers, management can boost the level of employee commitment by giving proper feedback and appreciation and making the employees feel valuable (Garzón-Lasso et al., 2024). Managerial communicative competencies that embrace employee participation are highly influential in the development of effective and normative commitment (Euwema et al., 2007).

Thus, organisational culture occupies an important place when it comes to the issue of commitment of the employees. Under cultures of collaboration, innovation, and inclusion, employees experience affective commitment since they feel part of the company (Chatman & O'Reilly, 2016). Ethical cultures, especially, strengthen the normative commitment to the relationships between the organization's practices and the moral views of its workers (Chapman, 2019).

Research has also emphasized that job satisfaction does play a crucial role in developing commitment. When employees comprise contentment with their tasks, appeasing working conditions, and favourable policies within their organisations, then such employees are expected to foster a positive emotional attachment with their organization (Farh et al., 2004). On the other hand, the organisational cultures that are poisonous in terms of favoritism, discrimination, or intimidation often negatively affect the levels of employee commitment and intend to pursue turnover rates (Hassan, 2013).

Employees' commitment can be predicted by job characteristics like clarity of the role, autonomy, and prospect for promotion. From the present studies of Gelaidan and Ahmad (2013), affective commitment is found to be higher if the employees find meaning in their roles and are congruent with skills and career interests. On the other hand, role duration and absence of career

development programs contribute to disengagement and decreased level of commitment (Holtom et al., 2008).

Huang et al. (2018) point out the direction of high-performance work systems (HPWS) to boost commitment as they offer broad organisational support alongside other forces and encouragement. They put mechanisms in place that make the employees appreciate their worth and therefore become committed to the organization (Garza et al., 2014).

This paper demonstrates that commitment is pivotal for overall organisational success and individual health and satisfaction. Organisational citizenship behaviour (OCB) also defines committed employees who perform extra efforts and provide positive outcomes at the workplace to increase performance and create a healthy environment (Euwema et al., 2007). Additionally, an organisational commitment is linked with low turnover intention, employee absenteeism, and overall job satisfaction (Farh et al., 2004).

Companies that nurture commitment from their employees reap increased engagement, positive customer ratings, innovation, and higher returns, according to Garza et al. (2014). Long-term committed employees also have a higher tolerance for change, meaning during moments of change or transition the company will be well positioned and the staff is typically well positioned. Of course, lack of commitment has its bearings that include dropping out, burnt out, and other intentions to fly towards other companies, implying that commitment is a crucial area that should not be taken lightly in testing factors that explain commitment (Gelaidan & Ahmad, 2013).

The level of commitment that an employee displays differs with culture, and this depends on society and the management mentality. For instance, Grawitch et al. (2010) reported that selected organisational culture values such as collectivism, which deals with loyalty and group cohesiveness, correspond to normative commitment, as defined by Epitropaki et al. (2017). Whereas collectivist culture will more likely produce a stronger affective commitment when employees have identification with views and values of the organization (Ensari & Murphy, 2003).

Research has shown that commitment is context-dependent and, as such, calls for cultural sensibility in leader behaviors. Transformational leadership is generally found to be effective in all cultures, though such cultures embrace it to a greater extent where such things as creativity and delegation are cherished (Euwema et al., 2007). Transactional leadership, however, is most beneficial in the working culture that is characterized by high power distance, which is a hallmark of many organisations (Dust et al., 2014).

1.4 Affective, Continuance, and Normative Commitment

Commitment obtained from the three aspects of employee commitment is a useful concept in analysing organizational relations and employee loyalty. Affective commitment refers to a state where an individual employee's feelings about their organization mean that he or she wants to continue working for the organization. This dimension is normally affected by leadership, culture and politics or interpersonal relations within workplace (Jensen et al., 2016). Affective commitment has been found to be positively related to transformational leadership because it promotes identification with organisational goals as well as values and goals of the organization as supported by the findings in table six. Top managers who champion process-based HRM styles focusing on motivation, inspiration and self-actualization have better quality social relationships between workers and the firm (Jia et al., 2017). According to previous studies, affective commitment as an attitude has positive relationships with other measures of organizational attitudes and behaviors which includes job satisfaction, turnover intention and performance as reflected by measures (Jyoti & Bhau, 2016).

This research also concludes that affective commitment among the employees is influenced by the organisational culture of the company. If organisations adopt values such as respect for employees, creating comradery and providing opportunities for opportunity to grow and develop, employees exhibit high emotional commitment to those organisations. Thus, the likely increased commitment is perceived where employees can associate their input with organizational objectives. The researches have pointed out that ethical leadership practices work to enhance affective commitment by developing trust and fairness at the workplace (Jensen and Bro, 2018). Also, several workplace activities like recognition initiatives, group cohesion, and mobility enhance the employees' emotional commitment making it easier to have a committed human force (Kim & Jeong, 2009).

Continuance commitment can be attributed to what an employee incurs while looking to quit his or her organization. Unlike the affective commitment, this dimension operates on factors which are mainly pull factors such as financial security, no other job to go, or non-portable skills (Gao & Birdsall, 2018, Donkor & Zhou, 2020). High level of continuance commitment means that the employees' motives stem from their perceived obligations to work in the certain role and may thus exhibit apathy or no self-generated motivation. However, continuance commitment can be a positive for organisations if organisations are able to offer competitive benefits, employment security, and procedural justice, as suggested by Kim and Beehr (2017). Studies have established

that transactional leadership communicates clear expectation-reward packages that maintain continuance commitment through the organization of work (Kirkbride, 2006).

Even though continuance commitment increases the employees' organizational tenure or in other words, retention, it does not guarantee that these employees will be high performers and highly engaged. Continued commitment may also be characterized by poor employee creativity and innovation because the individual desires to maintain his/her current job without desiring to create new opportunities for the organization (Kehoe and Wright, 2013). To minimize the risks associated with continuance commitment, the authors recommend the use of transactional leadership coupled with motivators of transformational leadership to ensure the employees feel secure and also achieve optimal performance (Karabiyik & Korumaz, 2014).

Employees who have normative commitment are obliged by moral issues to stay with the organization. This dimension captures employees' commitment and/or obligation to deliver organizational goals and accomplishments resultant of employees' dedication, and this is dependent on factors such ethanol culture, ethical behaviour and organization training investment. Those with high normative commitment feel obliged to remain in an organization if they observe that the organization has provided for their development needs and organizational welfare (Leroy et al., 2012). The studies also reveal that authentication leadership has significant positive relationship with the normative commitment due to creation of congruence between organisational values and personal norms (Lo et al., 2013).

Scholars have greatly emphasized organizational entails as key determinants of normative commitment. Integrity, fairness and accountability from the leaders of the organization are factors that encourage employee loyalty and personal ethics requirement to stay with the organization (Luthans et al., 2007). The evidence for normative commitment is strong in collectivist cultures because people emphasize obedience and group cohesiveness. People in such contexts are reported to enjoy organizational identification because the societal norms and self-organizational values compel them to do so (Liao et al., 2016). Nevertheless, normative commitment often poses issues when employees are committed to stay in the organization but are dissatisfied or clear that they no longer have a shared vision with the organization's objectives, which may cause disengagement, or burnout (Long et al., 2014).

This studies showed that employee commitment, in its various forms, has far-reaching consequences for organisational performance. Affection-based commitment is generally defined by high levels of identification with an organization and replaced resulting in stronger

discretionary, innovative, and pro-change conduct (Nasra and Heilbrunn, 2015). Loyal employees from the corporate place are more inclined in doing activities that should improve organizational culture and productivity. In the same manner, continuance commitment brings order by acting as antidote for high turnover rates within industries which have low internal mobility or high entry hurdles (Koech and Namusonge, 2012). Compliance commitment helps enhance organizational recovery through setting self-organizational expectations and urging the employees to subordinate their self-interests to organizational objectives and goals.

It is strongly suggested that leadership theories do determine the potentiality of commitment. Kirkbride (2006) explain that transformational leaders increase effective and normative commitment through influence of trust, value consonance, and vision. This kind of leaders ensure that employees are encouraged, motivated as well as achieving organizational goals and objectives. However, another category of leaders who are termed as transactional are more competent in ensuing continuance commitment through bureaucracies with reward assignments (Kim & Jeong, 2009). Laissez-faire leadership, even though it is not as intense as the other types, can increase commitment in self-directed and creative positions in which employees value freedom of decision-making and reliance on autonomous interpersonal relationships (Jensen and Bro, 2018).

Several controlling factors also influence commitment to work, these include; Training programs, mentorship, recognition programs among others within the organization. In fact, when employees become committed to the success of the organization in which they work by recognizing support from fellow employees and managers, they are likely to develop sound emotional and moral themes (Lee & Chen, 2013). In addition, particularly in factors such as clear communication, fairness, and opportunity for collaboration that foster all aspects of organizational commitment (Kehoe & Wright, 2013). Ethically and more, the inclusive approach to leadership strengthens and solidifies commitment and trust of employees thus fostering their loyalty and reciprocated respect.

Hofstede's data compares and contrasts different cultures regarding the development of organizational commitment. In collectivist culture, one is likely to exhibit high normative commitment owing to the culture that emphasizes obligation to remain committed to the group or organization (Kim & Beehr, 2017). On the other hand, collectivist cultures support independence and performance, which are in unison with affective commitment (Luthans et al., 2007). It would also be pertinent to explain these cultural differences so that MNCs, which usually recruit

committed employees in different countries, should be aware of such differences due to which commitment may not be seen throughout the different tier of workforce (Lo et al., 2013).

Work commitment is neither fixed but steadily changes with time as it is affected by change of status in the organization, leadership styles and working experiences. Affective commitment rises when there is a match between organizational values and goals while continuance commitment rises where employee concentrates on external factors like job security and organisational benefits (Long et al., 2014). Luthans et al (2007) established that perceived organisational justice exists in a positive relation with normative commitment. Companies that take time to understand and solve these factors have a greater likelihood of developing a loyal and productive workforce that can deliver sustainable success (Nasra and Heilbrunn, 2015).

It can be posited that affective, continuance as well as normative commitment is a fact of difference but closely related dimensions of organizational commitment. Each dimension is influenced by various factors, for instance leadership practices, organizational culture, and organizational member's values. Whereas the transformational leadership has been found to increase both effective and normative commitment, continuance commitment has been found to be increased by transactional leadership. Other best practices as ethical leadership, recognition programs and career advancement plans compliment the reinforcement of commitment from the employees, resulting in a boost in their performance, attendance, and employee turnover, as well as the culture within the workplace. These commitment dimensions elucidate the dynamic nature of organisational commitment and explicate how the same organization can simultaneously have high levels of different types of commitments from their workforce. Commitment type and best Leadership Style is in Table 2.

Table 2: Commitment type and best Leadership Style

Commitment Type	Best-Supporting Leadership Style	Key Drivers	Risks
Affective	Transformational	Vision, trust, inclusion	May need time and emotional labour
Continuance	Transactional	Rewards, structure	Low intrinsic motivation
Normative	Transformational / Authentic	Ethics, fairness, reciprocity	Disengagement if value misalignment

Source: Prepared by the author based on Meyer & Allen (1991), Dust et al. (2014), Gelaidan & Ahmad (2013), Lo et al. (2013), and others cited in Sections 1.3–1.6

The above table shows that how employee commitment based on each type is influenced by the specific leadership styles it emphasizes the motivational drivers and possible drawbacks. While transformational leadership fosters deeper emotional and ethical bonds, transactional leadership maintains commitment through structure and incentives. Laissez-faire leadership, though not

dominant in this framework, can support commitment in highly autonomous roles. Understanding these dynamics allows organizations to align leadership practices with desired commitment outcomes for sustainable performance

1.5 Empowerment

For leaders who seek to understand how best to translate specific leadership practices into measurable outcomes for their employees, empowerment represents a fundamental organisational concept that can help reconcile the two. Promotion has also been identified as playing a moderating role between leadership practices or patterns on the one hand and organisational commitment, productivity, and satisfaction on the other, affirming the critical place of empowerment in organisational processes (Ruppel & Harrington, 2000).

Empowerment functions as a critical mechanism through which leadership styles influence employee behavior and organizational outcomes. Transformational and participative leaders foster empowerment by building trust, sharing authority, and aligning organizational goals with employee values (Saputra & Mahaputra, 2022). When employees feel psychologically empowered, they are more likely to engage in innovative behavior, take ownership of their responsibilities, and demonstrate loyalty—ultimately strengthening both individual and collective performance.

Empowerment, one of the critical indices of organisational performance, has a highly positive relationship with job satisfaction. Past research has shown that employee-initiated behaviour leads to high employee satisfaction because employees feel that they are their own bosses as far as their working environment is concerned. This paper finds that the concept of empowerment mediates ethical leadership practices with the outcome of positive job satisfaction, improving the organisational work climate.

This study found to establish that there is a positive relationship between empowerment and employee performance. Working with empowerment is stimulating the employees to act, be innovative, and accept accountability in their duties. Through mediation, empowerment increases supportive leadership behaviours into better levels of individual and team performance and is one of the key sources to organisational success (Sulam et al., 2019).

The importance of organisational commitment is evidenced by the fact that empowerment directly affects an employee and makes them own and be responsible for their duties. Self-managed employees are more likely to locate task-referent goals that increase self-effective and

normative commitment. Commitment moderates the link between leadership and turnover intentions, wherein empowerment enhances the effects of the former on the latter (Syakur, 2015).

In education, empowerment has been associated with positive demographics for student performance and teacher well-being. Teachers need to be empowered since it increases teacher participation, creativity, and loyalty towards their respective institutions, thus fostering excellence. Empowerment in educational organisations, achieved through effective leadership practices, has been found to result in improved satisfaction as well as improved organisational performance (Syakur, 2017).

In technology, integrated organisational practices like Google Classroom have been cited to enhance the abilities of the employees and students due to the flexibility of the technology. Through it, motivation and performance are improved, and they act as moderators in the technological tool-environmental education success nexus (Syakur, 2020).

Empowerment has been established as playing a large role in innovation within organizations. Engaged employees are encouraged to submit creative solutions to problems, hence promoting a culture of innovation. In this study, it has been found that leadership practices that empower the people help organisations maintain competitiveness and sustain positive changes in organisations across uncertain and volatile markets (Syakur and Azis, 2020).

Empowerment can be seen as the variable through which enhancing the role of leadership in service orientation occurs. Engaging employees means that customers are treated with more concern; they are happy to be associated with the organization, which makes them loyal in their transactions; this leads to a better reputation and performance of an organization (Syakur, 2018).

Empowerment is an essential moderator determining the relationship between leadership practices and organisational outcomes, including commitment, satisfaction, and performance. Empowerment involves delegating responsibilities so that the employees directly responsible feel that the goals they set work for the overall good of the organization; hence, empowering individuals to examine organisational goals and find ways to support them works for the long run. The leadership approaches promote delegation and consequently foster a culture of freedom, commitment, quality, and innovation for growth that is sustainable and that will allow for adaptability as well.

1.6 Leadership Styles and Employee Commitment

Leadership behaviour determines employee loyalty by creating the context, motivating employees, and connecting the organization's objectives with the employee's desire. The effective and normative commitment have shown to be positively associated with transformational leadership since it is normally defined by inspiration, employ, and feelings investment (Wu et al., 2017). On the other hand, transactional leadership ensures sustainable commitment by offering structure, reward, and stability (Vasyakin et al., 2016).

Positive leadership behaviours, which have been traditionally linked to transformational models, assign the responsibility and accountability of task execution to the subordinates. This empowers them so that they are focused on achieving organisational goals, therefore increasing their performance and satisfaction (Syakur et al., 2020c). Organisational leaders who go out of their way to listen and respond to the employees' needs help to build trust.

The way leaders in educational institutions manage people and organisations has a strong impact on the organisational culture as well as the employees' commitment. In higher learning institutions, the application of transformational leadership enhances faculty and staff creativity, cooperation, and the development of positive emotions, resulting in improved organisational culture (Vasyakin et al., 2016). Such as encouraging voice and values, which in return make the workforce engaged and loyal in education leadership.

It is clear that leadership behaviours are hugely important in determining commitment through the socialization of culture, communication practices, and motivational activities. Both supp creatively and empowerment practices have been proven to primarily lead to positive changes in organisational commitment and employee engagement.

The relationship between leadership styles and employee commitment is grounded in several core theoretical perspectives. Social Exchange Theory (SET) posits that employees reciprocate positive leadership behaviors—such as trust, empowerment, and open communication—with increased loyalty and affective commitment (Blau, 1964). Similarly, Leader–Member Exchange (LMX) Theory emphasizes that high-quality leader–follower relationships, built on mutual respect and individualized support, lead to stronger employee engagement and commitment (Graen & Uhl-Bien, 1995). Path–Goal Theory adds that effective leaders adjust their behaviors to align with employee needs and situational demands, thereby reducing uncertainty and reinforcing performance expectations (House, 1971). Together, these theories offer a multidimensional explanation for how leadership influences commitment through mediating constructs like

empowerment and communication effectiveness. This paper has discussed how the integration of certain leadership practices is essential in managing tactics that promote commitment as well as increasing the organisational productivity of employees. Below is the system comparison table 3.

Table 3: Comparison of Leadership Styles and Organizational Outcomes

Criteria	Transformational	Transactional	Laissez-Faire
Focus	Vision, motivation, innovation	Task completion, rewards/punishments	Minimal supervision, autonomy
Employee Commitment	High (inspires affective commitment)	Moderate (driven by rewards)	Low (lack of direction reduces commitment)
Empowerment	Strong (encourages autonomy and trust)	Limited (strict structure, little autonomy)	High (but can lead to disengagement)
Communication	Open, two-way, feedback-driven	Clear but top-down	Minimal, often ineffective
Best for	Dynamic, innovative environments	Stable, rule-based organizations	Skilled, self-motivated teams
Challenges	Time-intensive, requires strong leadership skills	Can reduce intrinsic motivation	Leads to confusion, lack of accountability

Source: prepared by the author, according to (Wu et al., 2017) data

1.7 Communication Effectiveness

Effective communication is a foundational element of leadership that directly shapes employee perceptions of clarity, trust, and belonging. In the context of leadership styles, communication effectiveness refers to the ability of leaders to convey vision, provide feedback, and foster two-way dialogue. Transformational leaders enhance communication by aligning team members with organizational goals through transparency and emotional resonance (Afsar et al., 2014; Miller, 2022). Conversely, a lack of communication—as often observed in laissez-faire leadership—leads to confusion, disengagement, and weakened commitment (Hassan, 2013; Campbell, 2017). Therefore, communication serves not just as a leadership tool but also as a psychological mechanism that mediates the link between leadership behaviors and employee commitment.

However, the moderation of the effect of leadership on employee commitment by communication has been a significant construct. For example, the transformational leaders improve communication effectiveness through increasing feedback, participating system, and

ensuring that employees feel important to the organizational mission and goals (Aksoy, 2015). Transaction leadership, on the other hand, may involve task-related communication, this kind of communication provides operational effectiveness that lacks relation, motivational and referent aspect needed for employee commitment in result-oriented organizations Research has also pointed out that communication effectiveness can cultivate cultural divergence, and therefore enhance team leadership to foster organizational integration especially in multicultural environments (Alkhatani, 2016).

Also, communication effectiveness enters the perception of empowerment enhanced among employees, hence enhancing commitment amongst them. When leaders communicate organization expectations directly and regularly offer feedback, employees are given the freedom to boost their assurance and responsibility regarding their responsibilities at work (Alhmoud & Rjoub, 2019). For example, in the oil and gas industry where pressures are high, it was found that there are structured communication patterns and that they are associated with low turnover and high job satisfaction levels within the general group under transformational leadership by Antonio et al., (2000). On the other hand, bad communication results in miscommunication of organizational goals and strategies, and lowered productivity among clients and consumers as well as employees' turnover because the employee may feel unappreciated due to lack of effective communication between him/her and the management team (Campbell, 2017). Literature Findings is In Table 4.

Table 4: Summary of Key Literature Findings Related to the Study Variables

Author(s)	Leadership Style	Empowerment	Communication Effectiveness	Commitment	Key Insight
Meyer & Allen (1991)	—	—	—	✔	Defined employee commitment as a psychological attachment to the organization.
Abdullah et al. (2011)	✔ Transformational	—	—	✔	Improved satisfaction and retention in hospitality through transformational leadership.
Agarwal & Sajid (2017)	✔ Transformational	—	—	✔	Fostered organizational commitment by meeting employee needs.
Afsar et al. (2014, 2016)	✔ Transformational	✔	✔	✔	Encouraged innovation and trust through empowering leadership.
Afshari & Gibson (2016)	✔ Transactional	—	—	—	Provided structure but limited creativity.
Azis & Kurniawan (2019)	✔ Transactional	—	—	✔	Emphasized performance through reward-based accountability.

Study					Findings
Chen et al. (2019)	✔ Laissez-faire	—	✔	—	Highlighted autonomy and innovation with minimal supervision.
Chong et al. (2017)	✔ Laissez-faire	—	—	—	Laissez-faire style failed in rigid, structured settings.
Chatman & O'Reilly (2016)	✔ Laissez-faire	—	✔	—	Weak structure leads to ethical ambiguity and confusion.
Spreitzer (1995)	—	✔	—	✔ (indirect)	Defined psychological empowerment and its four dimensions.
Kirkman & Rosen (1999)	—	✔	—	✔	Team empowerment improved job satisfaction and involvement.
Bordin et al. (2007)	—	✔	—	✔	Psychological empowerment led to stronger organizational commitment.
Ugboro & Obeng (2000)	—	✔	—	✔	Empowered employees showed higher performance and motivation.
Ammari et al. (2017)	✔ Transformational	—	✔	✔	Communication satisfaction mediates commitment in empowered cultures.
Arici (2019)	✔ Transformational	—	✔	✔	Fairness and justice reinforced commitment in hospitality.

✓ = *Explicitly studied* ∼ *Indirect = mentioned or implied but not tested empirically* — *= not addressed*
Source: Prepared by the author, according to researchers, mentioned in the table

Table 3 highlights key findings from past studies on leadership styles, empowerment, communication effectiveness, and employee commitment. Transformational leadership is most often linked with both mediators and stronger employee commitment. Transactional leadership supports performance but lacks depth in emotional or psychological outcomes. Laissez-faire leadership shows mixed results depending on context. Patterns support inclusion of empowerment and communication as key mediators in this study's conceptual model as of Figure 2.
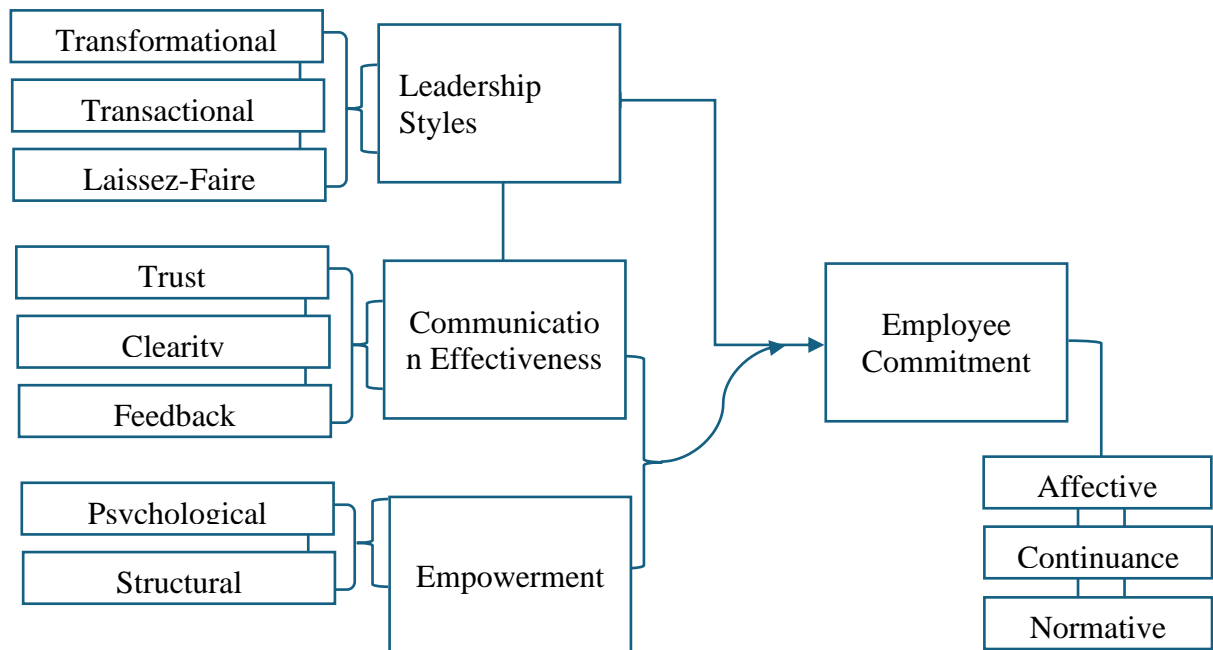
Figure 2 : Key Literature Findings

Developed by the author based on reviewed literature and theoretical foundations, including Social Exchange Theory (Blau, 1964), Leader–Member Exchange Theory (Graen & Uhl-Bien, 1995), and Path–Goal Theory (House, 1971).

The framework illustrates how leadership styles influence employee commitment through the mediating roles .

While the reviewed literature offers consistent support for the positive role of transformational leadership in enhancing employee commitment, this dominance also reveals a gap in critical evaluation. Many existing studies focus primarily on affective and normative commitment, often neglecting the situational relevance of continuance commitment, which may be crucial in high-risk or public sector environments. Similarly, leadership styles are frequently presented as static categories, despite evidence that real-world leaders adopt blended approaches. Moreover, cultural context significantly influences how leadership and commitment manifest across different settings. These gaps suggest the need for a more nuanced, context-aware interpretation of leadership dynamics and their impact on employee commitment, which this study aims to address through its integrated model.

2.RESEARCH METHODOLOGY ON LEADERSHIP STYLES, EMPLOYEE COMMITMENT, EMPOWERMENT, COMMUNICATION EFFECTIVENESS

2.1 Aims, Objectives, Hypothesis and Conceptual Model of Research

The aim of the Master thesis: To investigate the impact of leadership styles on employee commitment, focusing on the mediating roles of empowerment and communication effectiveness.

Objectives

- To analyse the effect of leadership styles on employee commitment.
- To explore the mediating role of empowerment in the relationship between leadership styles and employee commitment.
- To evaluate the role of communication effectiveness in enhancing employee commitment.

Hypothesis:

- H1: Leadership styles have a significant impact on employee commitment.
- H1.1 Transformational leadership style have a significant impact on employee commitment.
- H1.2 Transactional leadership style have a significant impact on employee commitment.
- H1.3 Laissez-faire leadership style have a significant impact on employee commitment.
- H2: Empowerment mediates the relationship between leadership styles and employee commitment.
- H2.1 Empowerment mediates the relationship between transactional leadership style and employee commitment.
- H2.2 Empowerment mediates the relationship between transformational leadership style and employee commitment.
- H2.3 Empowerment mediates the relationship between Laissez-Faire leadership style and employee commitment.
- H3: Communication effectiveness mediates the relationship between leadership styles and employee commitment.
- H3.1 Communication effectiveness mediates the relationship between Transformational Leadership style and employee commitment.

- H3.2: Communication effectiveness mediates the relationship between Transactional leadership styles and employee commitment.
- H3.3: Communication effectiveness mediates the relationship between Laissez-Faire leadership style and employee commitment. Figure 3 is of Conceptual Model.
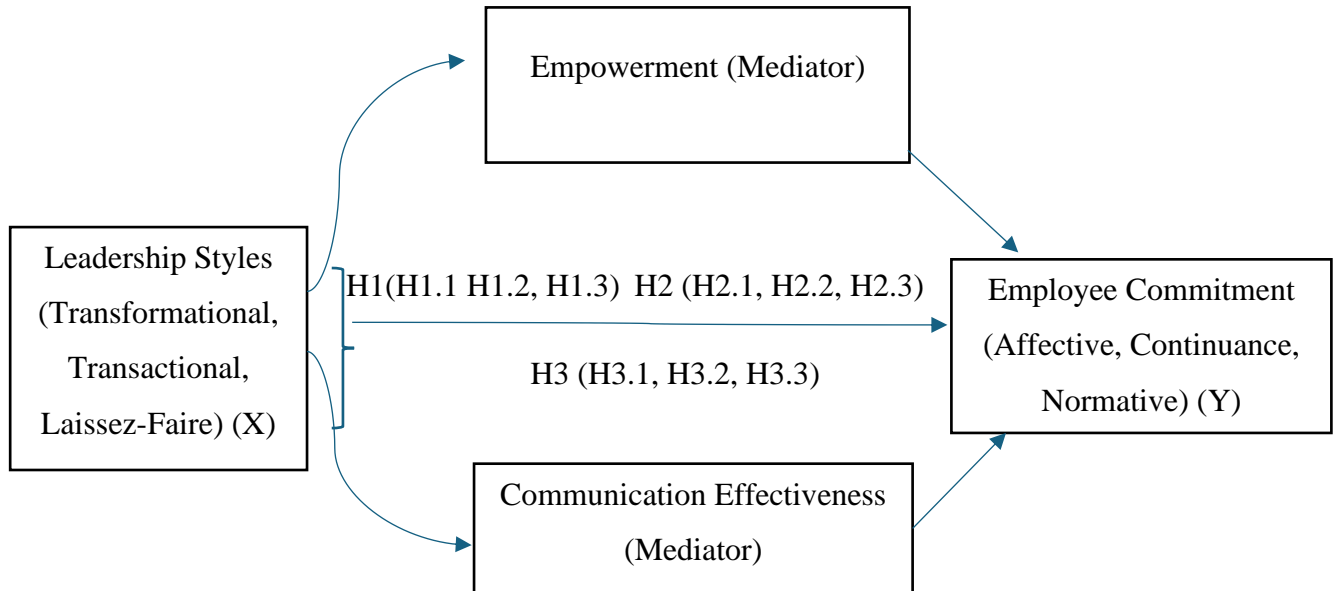
Figure 3: Conceptual Model

Source: Prepared by the author

- **H1: Leadership styles have a significant impact on employee commitment.**
- **H1.1 Transformational leadership style have a significant impact on employee commitment.**

The nature of communication between leaders and subordinates mean that leadership styles determine commitment by defining culture, motivation, and focus on organizational goals (Adriasola, 2019). Top management team transformational leadership has been found to positively influence the affective and normative commitment of the employee based on visions, inspirations, and empowering motivation (Jensen et al., 2016). Management who employs transformational leadership also gain the support of the hearts of their subordinates hence making them loyal for the purpose of realizing the goals and objectives of the company (Jyoti & Bhau, 2016). The kind of leadership that encourages employees to strive for more and to match the organizational and personal goals leads to longer tenure (Jia et al., 2017).

- **H1.2 Transactional leadership style have a significant impact on employee commitment.**

In term of its influence on employees' continuance commitment, transactional leadership that emphasizes particularly on mechanisms, rules, and reward systems works considerably. The impact of role Perceived organisational commitment can be achieved when employees believe that their roles are secure, and costs incurred will be returned by organisations recognising their efforts (Kirkbride, 2006). However, due to the organizational citizenship behaviour to accomplish the set tasks, it weakens the affective commitment and intrinsic motivation, especially in volatile or innovative organizations (Kim & Jeong, 2009).

- **H1.3 Laissez-faire leadership style have a significant impact on employee commitment.**

Laissez-faire leadership characterized by passive management has presented inconclusive findings concerning the level of commitment of employees. Although it could help maintain autonomy and innovation in professional teams it could potentially result in confusion and loss of commitment within environments that require strict supervision (Jensen et al., 2019). Managers who use this approach should guarantee that employees have all the support to excel as lack of support erodes organizational commitment (Koh et al., 2018).

This is also a function of the leadership style of a given organization since organizational culture ALWAYS impacts on the level of commitment of the employees. Transformational leadership promotes elevated levels of organisational trust and strengthens social identification between workers and their organisations (Vasyakin et al., 2016). On the other hand, transactional leaders promote responsibility and more organization stability for the workers, while it might not significantly foster commitment of the workers. Laissez-faire leaders, if efficient, manage to establish trust and self-organization, foster commitment through freedom and mutual recognition (Liao et al., 2016).

Research has also shown that leadership behaviour interacts significantly with motivation strategies that are central to employee commitment including organizational commitment, job satisfaction, perceptions of organisational trust and organisational support. Subordinate job satisfaction and organisational commitment improves, affecting both affective and normative commitment (Nasra & Heilbrunn 2015). On the other hand, transactional leaders maintain continuance commitment through the satisfaction of the employees' extrinsic obligations, wages, and job description (Lo et al., 2013). Leadership effects pertaining to laissez-faire approach are Autonomy increases commitment in employees who are initiative-taking, while ambiguity decreases it in teams that are not able to manage themselves (Koech and Namusonge 2012).

- **H2: Empowerment mediates the relationship between leadership styles and employee commitment.**
- **H2.1 Empowerment mediates the relationship between transactional leadership style and employee commitment.**

Increased attention has been paid to how empowerment plays a mediational role in the application of leadership practices and the promotion of employee commitment. The disposition of transformational leadership being so reliant on inspiration and motivation, is empowering by nature since it motivates the employees to take as much responsibility for their positions and actions as possible (Jyoti & Bhau, 2016). Valentia and engaged employees show higher affective commitment on average as they believe in the organization's vision and goals, and they feel important too (Ruppel & Harrington, 2000). Transformational leaders improve the satisfaction of the measure by increasing trust and delegation, redesigning the work environment to provide development experiences and promoting creative problem solving that in turn leads to organizational commitment satisfaction (Jia et al., 2017).

Empowerment is affected by the transactional leadership because it provides formal support for tasks and specifies certain requirements. Though this leadership style in an organization deals with compliance and task obligation, it can involve and motivate employee's direction by giving directions and incentives founded on performance hence the sense of obligation and dedication. However, the type of empowerment stemming from transactional leadership is Holl and tends to be confined to only the discretionary power that is within the sphere of the technical task of the position (Saputra & Mahaputra, 2022).

- **H2.3 Empowerment mediates the relationship between Laissez-Faire leadership style and employee commitment.**

It becomes important, especially in organisations that use laissez-faire leadership style. While making minimal interference and sharing of decision-making power, laissez-faire leaders have assumed that employees will act on their own initiative and demonstrate their professionalism. Empowerment moderates this relationship by guaranteeing that the employees in an organization feel self-enable and have support from the management to accomplish the assigned tasks for the organization thus improving their dedication to the company (Sulam et al., 2019). This is the case because when combined with laissez-faire leadership, empowerment can lead to the development of uncertainty and employee detachment, all of which work to erode commitment (Liao et al., 2016).

Literature has shown that the creation of empowered subunits improves the levels of employee commitment as it propels intrinsic motivation and the individual employee responsibility of subunits. When organizational employees are empowered, they conform for their personal goals for affective and normative commitment (Syakur, 2015). This also moderates the ill impact of transactional or laissez-faire leadership behaviours by ensuring that employees have tools and discretionary power to overcome the hurdles as well as remain enthusiastic on their jobs.

Consequently, the mediating role of empowerment transcends the individual employee outcomes and reaches policy and performance in the organization. Empowerment processes are the application of the leadership practices that transform organizational rewards back to the leadership practices that create win-win solutions through marketing of a culture change, productivity. Organisations that use empowerment as a leadership tool record enhanced levels of employee satisfaction, less turnover and better organisational commitment (Ruppel & Harrington, 2000).

- **H3: Communication effectiveness mediates the relationship between leadership styles and employee commitment.**
- **H3.1 Communication effectiveness mediates the relationship between Transformational Leadership style and employee commitment.**

Communication efficiency mediated the relationship between leadership styles and employee commitment by bridging the gap and facilitating consistency of message between the employees and the leadership. Self-organising work, where employees are encouraged to work together and find solutions themselves, is underpinned by communication and stimulation of employees. When company objectives are communicated concisely and repeatedly, upper management can evoke affective commitment since the bosses promote congruency of attitudes and objectives in an organization (Syakur et al., 2020b). Communication also improves the level of trust, which is one of the basics of establishing the emotional connection between two partners as the major guarantors of a long-term business relationship (Vasyakin et al., 2016).

Transactional leadership that is structure and reward based can benefit from effective communication as it enshrines that employees are aware of the expectations and performance standards. Communication effectiveness enhances continuance commitment since it eliminates several inherent uncertainties by confirming the overall performance and the rewards expected for that effort (Saputa and Mahaputra, 2022). This study provides significant evidence to support the

argument that organizational commitment remains high when organisational investments are recognised and matched with organisational goals (Syakur and Panuju, 2020).

- **H3.2: Communication effectiveness mediates the relationship between Transactional leadership styles and employee commitment.**

Specifically, the major aim of laissez-faire leadership, which is characterized by as pertains to minimal supervisor involvement within the work process, is making up for in other ways which include communication. Leaders who make information more accessible stimulate and empower workers and this gives them more commitment to organizational goals even with the U-turn leadership. However, if communication is not well facilitated and achieved, then the laissez-faire leadership can promote organizations with uncertainties and thus organizational commitment is lessened (Wu et al., 2017).

- **H3.3: Communication effectiveness mediates the relationship between Laissez-Faire leadership style and employee commitment.**

Several large survey research papers have revealed that communication effectiveness moderates the relationship between leadership and employee outcomes. Effective and accurate communication promotes employees' perception of what they are expected to do, and why the organization exists, which boosts affective and normative commitment (Ruppel & Harrington, 2000). Communication also helps in the solving of misunderstandings, generates teamwork, and leads to social support which in turn enhances organisational commitment (Syakur and Panuju, 2020).

Modern technologies in communication play a critical role of enhancing the relationship between commitment and leadership. Includes project delivery and collaboration technologies, which help the leaders to stay in touch and improve the levels of work engagement among employees (Syakur et al., 2020b). These instruments create the feeling of the organizational purpose and the leaders resulting to increased loyalty among employees (Vasyakin et al., 2016).

2.2 Research Design and Stages

Research Design: This research adopted a questionnaire research method to investigate the anteriority between leadership style, employee commitment, communication, and the moderating role of empowerment. The design is in a way that it adopts a survey method for collecting data systematically to facilitate the use of statistical tools to determine relations as well as cause and effect. A cross-sectional research strategy is utilized since it aims at assessing

perceptions of employees at one specific time point (Creswell, 2014). A measurement method questionnaire was developed by creating a set of Likert scales for measuring variables. This approach helped in avoiding weak data collection and better allowed the use of regression and correlation hypothesis testing.

A Likert scale questionnaire was developed using validated instruments drawn from established studies and was administered to employees working in the retail sector. The survey design enabled the collection of standardized data, which supported the use of statistical techniques such as regression analysis, correlation, t-tests, and ANOVA to test the study's hypotheses. This approach helped in avoiding weak data collection and better allowed the use of regression and correlation hypothesis testing.

Justification: The research design used for this study was a quantitative one that is appropriate for statistical analysis of relationships between leadership style, employee commitment, employee empowerment, and communication effectiveness. Finally, I used correlational and regression-based approach to evaluate the strength and significance of these relationships. This design was appropriate since it allowed measurement of the influence of leadership styles on commitment and if empowerment and communication serve as mediators. Statistical techniques such as regression analysis, t-tests, ANOVA and correlation analysis, used, gave clear data driven insights to validate or reject the study hypotheses. Considering this research design, this study would assure rigor, even replicability, and precision in analysing workplace dynamics to obtain more valid findings for organizational application.

Research Stages: The first step is to formulate a detailed multiple-choice questionnaire including 15 Likert scale questions to measure variables of the study. The questionnaire is designed based on the leadership styles questionnaire (transformational, transactional, laissez-faire), employee commitment (affective, continuous, normative), communication effectiveness, and mediating effect of empowerment. The respondents asked to rate each item on a five-point Likert scale, which ranged from strongly disagree to strongly agree, to make more interpretative assessments of the perceived variables. This questionnaire is administered to employees in different organisations to minimize the possibility of bias, and in the collection of data, Health and Other Essential Services privileges followed to the letter, including obtaining the voluntary consent of the recipients before administering the questionnaires and ensuring that the information filled by the employees was kept discrete (Antoncic & Antoncic,2011)

The second stage concerned with data analysis through the use of SPSS software. Since it was a descriptive study, measures of central tendency is performed to test the respondent demographics. Reporting the research, simple and multiple regression analyses used to test the moderating influence of leadership styles on the behaviour of the employees towards commitment and the moderating variable of empowerment. Crosstabulation and Pearson Coefficient analysis were used to determine strengths and directions of variables like communication effectiveness and commitment of the employees. These statistical techniques helped to confirm or dismiss the hypotheses and showed the dynamics of the correlation between leadership styles, empowerment, communication effectiveness, and the level of employee commitment (Atitumpong & Badir, 2018)

2.3 Research survey and its structure

The study used a structured questionnaire that sought to survey employees in target organisations in order to determine the moderating effect of employee empowerment on leadership style, communication effectiveness, and employee commitment. Several questions were posed to the target population, and these were answered using a 5-point Likert scale where '1' represented strongly disagree and '5' represented strongly agree. They are developed and adopted from other standardized questionnaires used in related research in order to check their efficacy.

The questionnaire is divided into four sections, each targeting specific variables: subdimensions include leadership (5 items), commitment (5 items), communication effectiveness (3 items), and empowerment (2 items). Leadership styles covered both the transformational and the transactional as well as the laissez-faire styles, which were considered based on the measures of Jensen et al., (2016). Employee commitment items included effective, continuance, and normative commitment, and communication effectiveness was measured based on trust and clarity in the IJOHMI. Empowerment measured the amount of freedom and decision-making discretion perceived by the employees (Avkiran, 2018).

This made produced a structured manner of capturing all the variables under consideration, whereby the questionnaire items are brief and to the point to encourage respondent's participation. The data gathered in this survey enabled the subsequent hypotheses: correlation and regression, to be evaluated on a statistically sound base (Agle et al., 2006); (Jensen & Bro, 2018). The complete Questionnaire is attached in appendix. Questionnaire Items are in Table 5.

Table 5: Questionnaire Items

Section	Variable	Number of Questions	Source
Leadership Styles	Transformational Leadership	5	Avolio, B. J., & Bass, B. M. (1994). Multifactor Leadership Questionnaire
	Transactional Leadership	5	Bass, B. M., & Avolio, B. J. (1993). Transformational Leadership and Organizational Culture.
	Laissez-Faire Leadership	5	Bass, B. M. (1990). Bass & Stogdill's Handbook of Leadership
Employee Commitment	Affective Commitment	5	Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment
	Continuance Commitment	5	Meyer, J. P., & Allen, N. J. (1996). Affective, Continuance, and Normative Commitment to the Organization: A Multidimensional Perspective.)
	Normative Commitment	5	Meyer, J. P., & Allen, N. J. (1997). Commitment in the Workplace: Theory, Research, and Application)
Communication Effectiveness	Clarity, Trust, Feedback	5	Ruppel, C. P., & Harrington, S. J. (2000). Perceptions of communication competence and job satisfaction: A study of information systems personnel.

Empowerment	Autonomy, Decision-Making Support	5	Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation.)

2.4 Population and Sample Size

Sample size for this research is established in accordance with the recommendation by Hair et al. (2010). The literature published in the last few years recommends that the size of the sample should be in the ratio of the number of variables in the factor analysis. According to the author's recommendation, a ratio of 5:1 is used, which means that five respondents are least required for each variable (An S.-H et al., 2019). The formula applied is as follows:

$N = p \times 5$ Where:

N = sample size

P = number of variables

For this research, the calculation was:

$$N = 40 \times 5 = 200$$

It is concluded that the overall sampling of minimum 170 respondents will suffice both representativeness and reliability of the outcome.

Justification: Despite the initial target of 200 respondents, the final sample of 170 was achieved due to time constraints and organizational access limitations. Moreover, the sample size of participants provided a sufficient sample size for meaningful statistical analysis and minimizing statistical errors. The sample consists of employees working in one of the supermarket chains as the study was to be conducted in an organizational setting which is related to leadership, communication and empowerment. In determining the sample size, standard recommendation of regression and correlation analysis were used to make sure that the findings were statistically valid and replicable to other environments of a similar workplace. To achieve a complete sample of employee perspectives and avoid selection bias, as much as possible participants were randomized. A sample of this size provided enough power in hypothesis testing to improve the robustness of conclusions made from the statistical analyses.

2.5 Research Instruments

Structured survey instruments, namely, a questionnaire, was utilized for gathering the data on leadership styles, commitment of employee, empowerment and communication effectiveness. To guarantee the accuracy and consistency of the questionnaire, validated scales of previous research were used. Likert scale-based questions (e.g. 1= Strongly Disagree to 5 =Strongly Agree) were used to quantitatively measure employees' perceptions. The leadership behaviors, employee commitment levels, workplace empowerment, and communication quality were all organized in separate questions in the questionnaire. Cronbach's Alpha was used to assess validity and reliability of these instruments, and while some indicators were low, these instruments could serve as prototypes. Nevertheless, the instrument was able to collect quantitative data in relation to a host of variables, which was necessary for carrying out statistical tests and reaching conclusions.

2.6 Statistical Analysis Methods

The collected data were analysed using SPSS (Statistical Package for the Social Sciences). Descriptive statistics were first used to summarize the demographic characteristics of respondents and to provide an overview of the central tendencies and distributions for each variable.

Inferential statistical methods were then applied to test the study's hypotheses. Pearson correlation analysis was used to examine the strength and direction of relationships between leadership styles, empowerment, communication effectiveness, and employee commitment. Multiple linear regression was conducted to identify the predictive power of leadership styles on the different dimensions of commitment and to assess the mediating roles of empowerment and communication effectiveness. Prior to regression analysis, the assumptions of normality, linearity, homoscedasticity, and multicollinearity were examined to ensure the robustness of the model. Although VIF values were not reported in this study, future research is encouraged to assess multicollinearity when multiple leadership constructs are analysed concurrently.

Each statistical test was selected based on the level of measurement, distribution of data, and alignment with the study's conceptual model and objectives. The overall analysis approach was designed to provide empirical validation for the proposed relationships and to test the mediating effects hypothesized in the research framework.

To evaluate the internal consistency of the measurement instrument, Cronbach's Alpha was calculated for each scale. Although a few constructs approached but did not exceed the conventional threshold, the overall reliability remained within acceptable limits for exploratory

research ($\alpha \geq 0.70$). These results support the instrument's suitability for hypothesis testing across leadership styles, empowerment, communication effectiveness, and employee commitment.

2.7 Ethical Considerations

This study was conducted in accordance with standard ethical research practices. Participation was entirely voluntary, and all respondents were informed about the purpose of the research, the confidentiality of their responses, and their right to withdraw at any time without penalty. No personally identifiable information was collected, ensuring the anonymity of participants.

Prior to data collection, the research instrument was reviewed and approved by the academic supervisor to ensure its alignment with ethical guidelines. The data were used solely for academic purposes and stored securely to prevent unauthorized access. These steps were taken to maintain the integrity of the research and to protect the rights and privacy of all participants.

3. ANALYSIS OF EMPIRICAL RESULTS ON LEADERSHIP STYLES, EMPLOYEE COMMITMENT, EMPOWERMENT, COMMUNICATION EFFECTIVENESS

3.1 Sociodemographic characteristics of Respondents with Descriptive Statistics

The Sociodemographic profile of the respondents that participated in the study are drawn in this section in terms of gender, age group and educational background. This helps to capture these characteristics of leadership style, empowerment, and effective communication as they relate to employee commitment, understanding how these characteristics shape the context of responses to these items. The demographic composition provides the context in which to place findings and patterns identified in the data allow one to relate data back to specific subgroups within the workforce. Table 6 on Characteristics below.

Table 6: Sociodemographic Characteristics of Respondents with Descriptive Statistics

Variable	Categories	Frequency (N)	Percentage (%)
Gender	Male	94	55.3%
	Female	76	44.7%
Age Group	19–25 years	52	30.6%
	25–37 years	68	40.0%
	37–45 years	26	15.3%
	45+ years	24	14.1%
Education	Bachelor's Degree	58	34.1%
	Master's Degree	72	42.4%
	PhD	23	13.5%
	Postgraduate Diploma	17	10.0%

Analysis of the data shows that the gender is comparatively evenly distributed, with only male making up 55.3% and female 44.7% of the samples involved, thus implying a little gender diverse participants' pool. The highest number of respondents (40 per cent) belong to the age range of 25–37 years, which corresponds to an early to mid-stage workforce, which may have an impact on their view towards leadership and empowerment. Most of the participants fall into highly educated workforce: 42.4 % of the participants have a Master's degree and 34.1 % have a Bachelor's degree. In addition, there were several PhD holders (13.5%) and postgraduates with diplomas (10%) in the sample testifying to the academic depth of the sample. This is important as

it may influence how certain leadership styles and communication policies are interpreted and inculcated by employees in Table 7 and Figure 4.

Table 7: Employee Commitment

Employee Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	22.9	22.9	22.9
	2	30	17.6	17.6	40.6
	3	35	20.6	20.6	61.2
	4	32	18.8	18.8	80.0
	5	34	20.0	20.0	100.0
	Total	170	100.0	100.0	

In terms of the distribution of the responses, employee commitment is perceived in an unchanged manner by the respondents. 22.9% were on the lowest level (1) which indicates that there might be a major gap in the commitment of the employees and the organization. On the other hand, 20% of the respondents scored a 5, which represents strong commitment levels, and the remaining responses are scattered among the mid category (2 to 4) representing mixed moderate commitment levels.

The standard deviation (1.447) is relatively high, and the mean score (2.95) showed that employees have not all the same perception of commitment. The spread of this suggests that even though there may be many highly committed employees, there may be many that are not nearly as committed, and these differences may be attributable to differences in leadership practices, communication and empowerment within the organisation. As such, it is important to understand these differences to design strategies to uplift the overall workforce engagement.
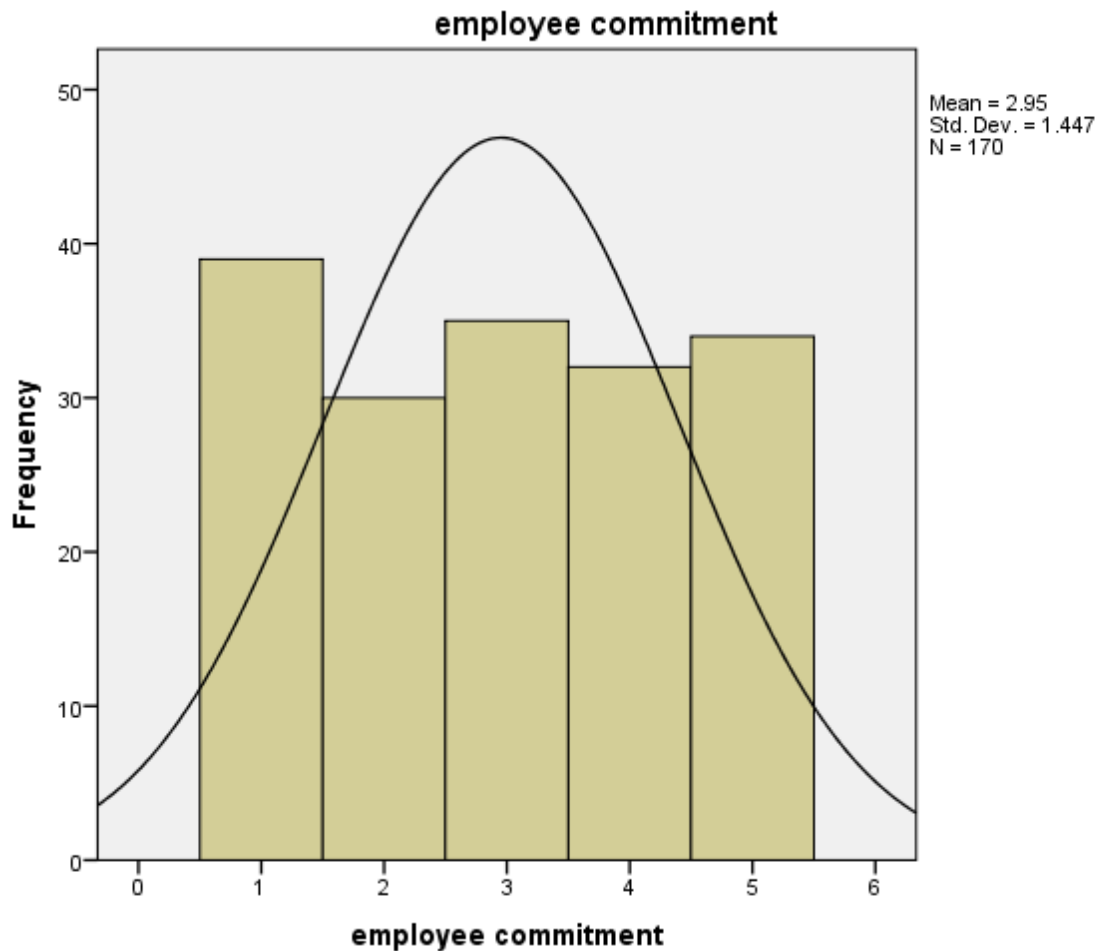
Figure 4: Employee Commitment Graph

Table 8: Transformational Leadership

Transformational leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	28	16.5	16.5	16.5
	2	38	22.4	22.4	38.8
	3	36	21.2	21.2	60.0
	4	33	19.4	19.4	79.4
	5	35	20.6	20.6	100.0
	Total	170	100.0	100.0	

Generally positive evaluations were accorded transformational leadership in Table 8 and Figure 5 (mean of 3.05), with a positive lean towards moderate to high perceptions of transformational leadership behaviors of the respondents. Transformational leadership was rated rather equally at the higher end (5 = 20.6%) and at the lower end (1 + 2 = 38.9%). This suggests a mixed experience of visionary, motivational leadership.

The standard deviation was of moderate amount (1.381), which indicates even a few perceptions, which, probably, indicates that transformational leadership exists, but it possibly is

not always carried out across the teams in the same way. This indicates that there is room for improvement in the way as individuals practice transformational behaviors (i.e., inspiring a shared vision or giving individualized consideration) across the departments or different levels of our leadership.
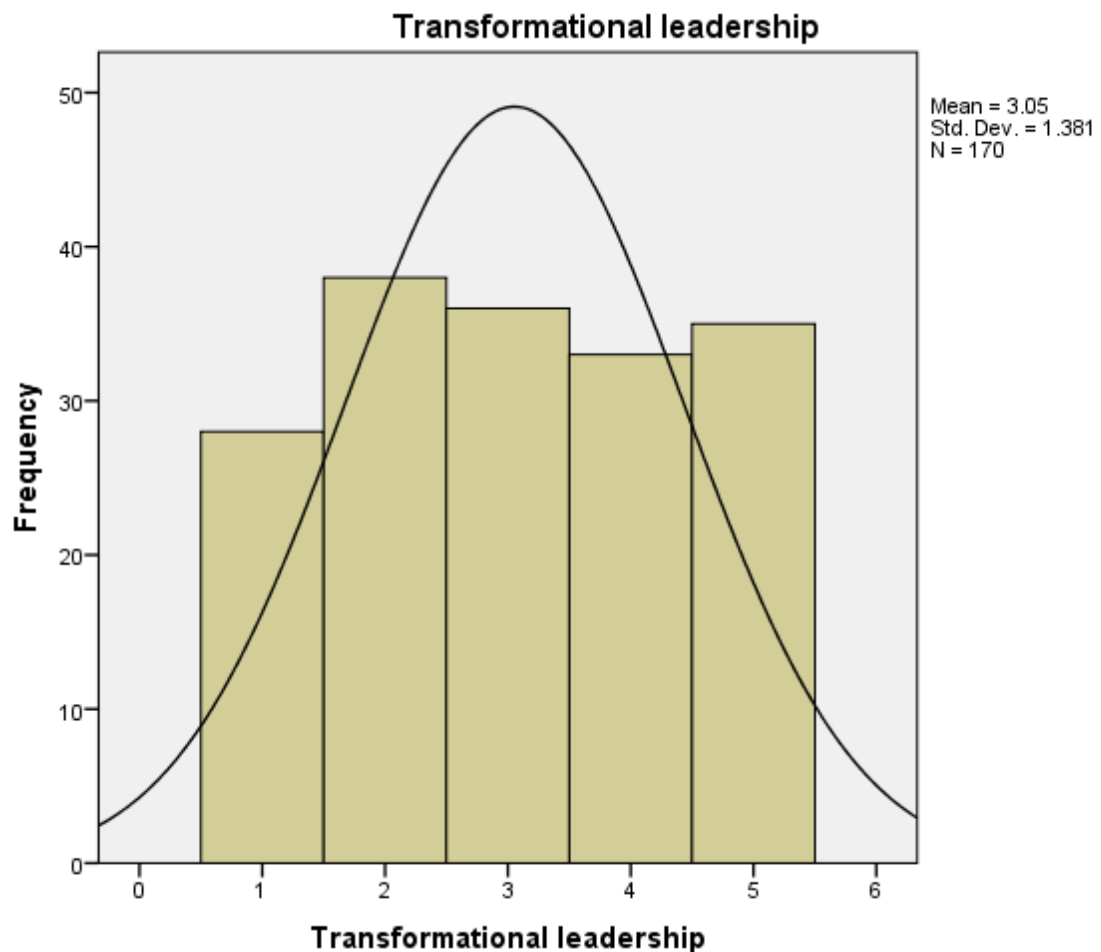
Figure 5: Transformational Leadership

Table 9: Transactional Leadership

Transactional leadership style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	25.9	25.9	25.9
	2	28	16.5	16.5	42.4
	3	24	14.1	14.1	56.5
	4	33	19.4	19.4	75.9
	5	41	24.1	24.1	100.0
	Total	170	100.0	100.0	

The response to transactional leadership tends to be quite polarized in Table 9 and Figure 6. Notably, 25.9% of respondents, the largest group of all, marked it on the lowest point (1), while almost the same portion (24.1%), marked it on the highest point (5), thus outlining a striking

difference regarding how different employees regard the practice of rule based, reward-oriented leadership. The scores in the middle (2 through 4) are more balanced, indicating that there are some that feel they like and some that don't like structured leadership.

A mean of 2.99 scores indicates on average a tracking score toward experience of transactional leadership, however, the high standard deviation (1.540) and variance (2.373) suggests very strong disagreement among the participants. In that case, these findings may imply that the implementation of performance-based rewards or disciplinary actions is inconsistent, which can in turn affect fairness perceptions and motivation within different levels of the workforce.
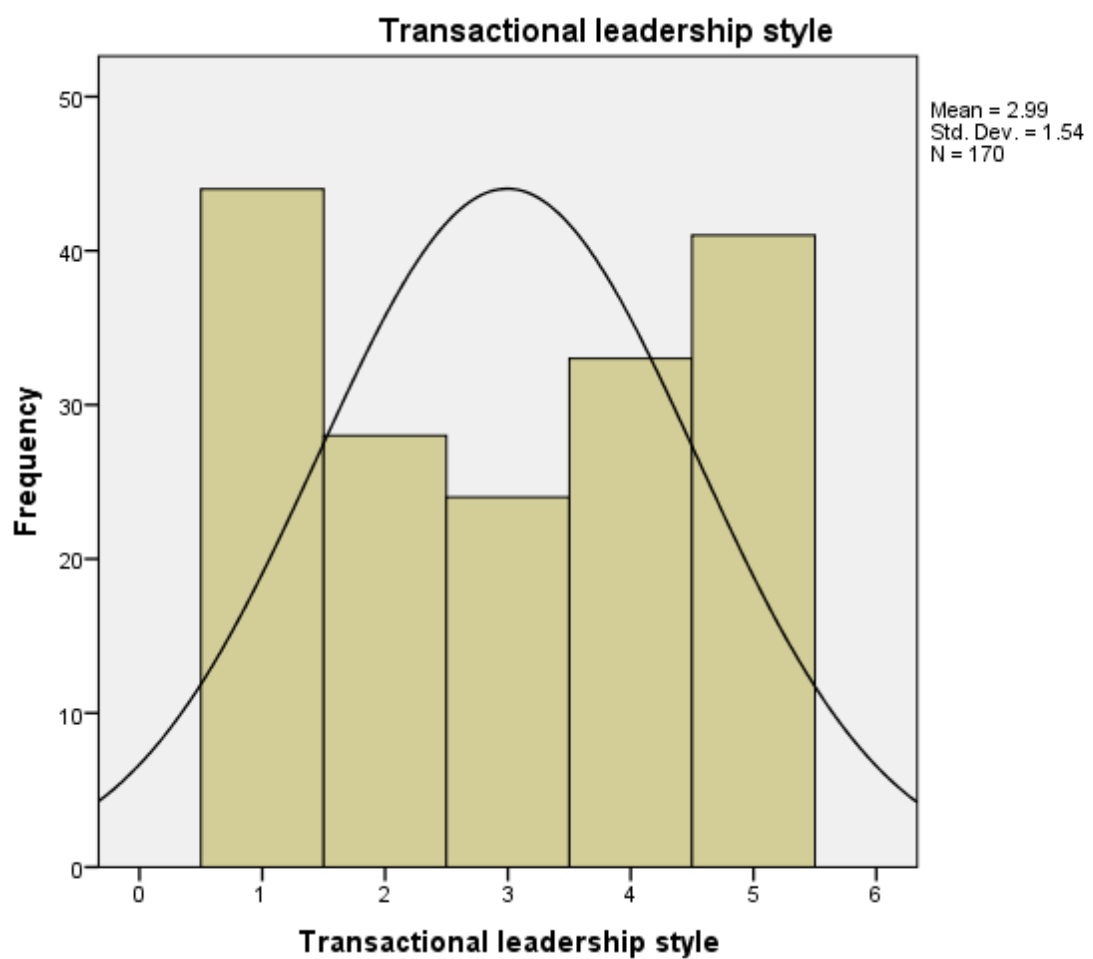
Figure 6: Transactional Leadership

Table 10: Laissez-Faire Leadership Style

Laissez-Faire leadership style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	38	22.4	22.4	22.4
	2	37	21.8	21.8	44.1
	3	39	22.9	22.9	67.1

4	21	12.4	12.4	79.4
5	35	20.6	20.6	100.0
Total	170	100.0	100.0	

Responses to laissez-faire leadership in Table 10 and Figure 7 are also very variable. With passive or hands-off leadership styles earning the highest percentage points of negative response rating (44.2%) with 1 or 2, and 22.9% response with a score of 3 in the middle, there is a significant negative perception towards the leadership style. However, some 20.6% answered at level 5, the highest, which means there is a segment of the workforce that could benefit from having more autonomy.

The experiences are mixed with a mean of 2.87 and standard deviation of 1.433. This leadership can be termed as laissez-faire leadership in which its success relies heavily on the employees being self-motivated and experience oriented. If you must organize teams that need structure and leadership, it can be a problem, but where creativity or an expert's sensibilities are essential, there is a good chance it will work very well.
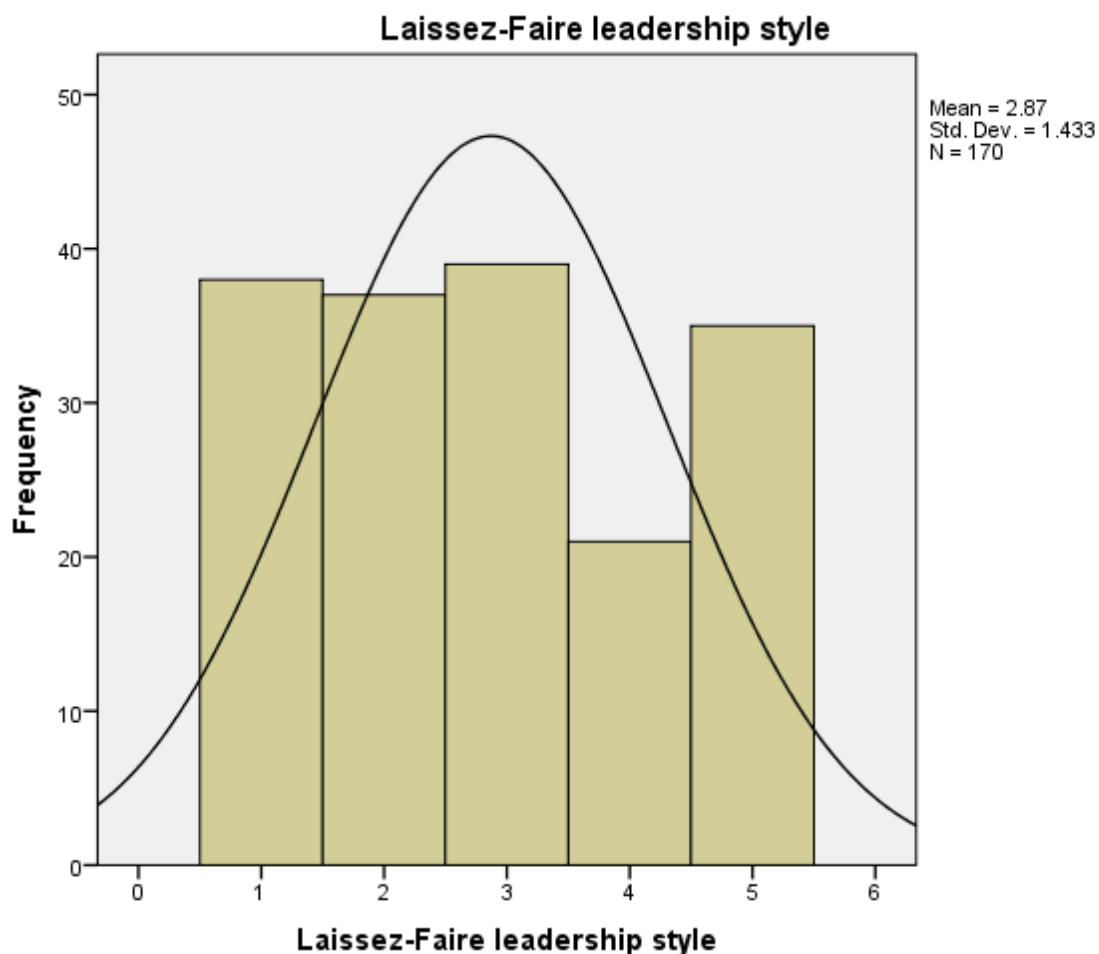
Figure 7: Laissez-Faire Leadership Style

Table 11: Empowered Frequency

Empowerment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	24.1	24.1	24.1
	2	25	14.7	14.7	38.8
	3	33	19.4	19.4	58.2
	4	35	20.6	20.6	78.8
	5	36	21.2	21.2	100.0
	Total	170	100.0	100.0	

Perception ratings of empowerment in Table 11 and Figure 8 are moderately favourable, with 41.8 percent of the participants rating 4 or 5 on a five scale. However, a highly considerable 24.1% of the respondents ranked empowerment level to be the lowest (1), signifying that many employees do not feel empowered or have authority to perform duties in their current roles.

The average of 3.00 and standard deviation of 1.476 clearly shows have some balanced scores, but there is enough dispersion to hint at varied empowerment applications. What this means is that, though there are employees who feel trusted and valued in their roles, there might be others who don't have the resources, authority, or support to go forward on their own and, therefore, become disengaged from their jobs and hold back on being innovative.
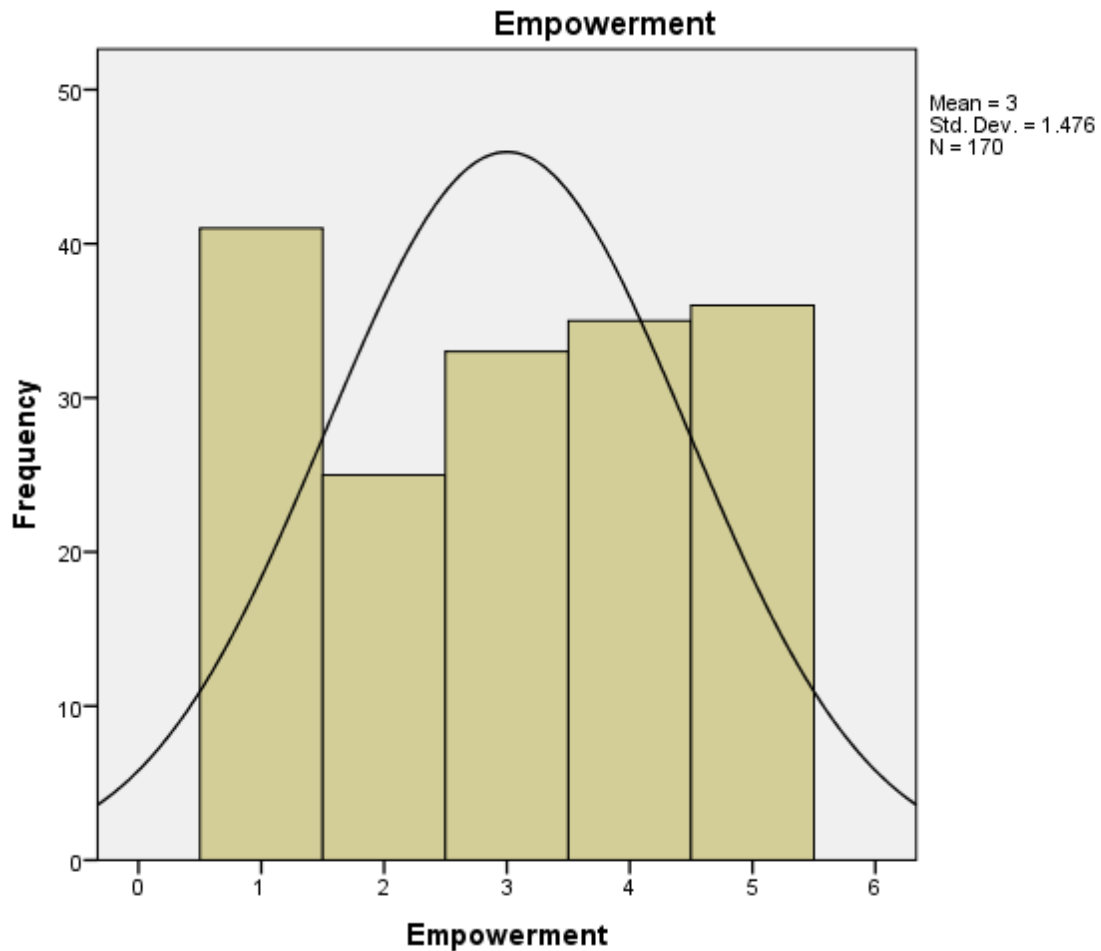
Figure 8: Empowerment Frequency

Table 12: Communication Effectiveness

Communication effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	21.2	21.2	21.2
	2	31	18.2	18.2	39.4
	3	26	15.3	15.3	54.7
	4	36	21.2	21.2	75.9
	5	41	24.1	24.1	100.0
	Total	170	100.0	100.0	

Communication effectiveness in Table 12 and Figure 9 obtained good review with respect to use effectiveness as 45.3% ranked it between 4 and 5, while 21.2% ranked it at the lower level. It means that they think communication is high up on the list, but there is room to improve in certain areas where you get poor scores. Results reveal moderate to high satisfaction with internal communication with mean satisfaction rating of 3.09 and standard deviation of 1.487, but variability in perceived clarity and effectiveness of the same. These differences could be due to differences in department practices, the practices of leadership in communicating, or relied on

different amounts of key information, all of which can materially affect employee engagement and trust.
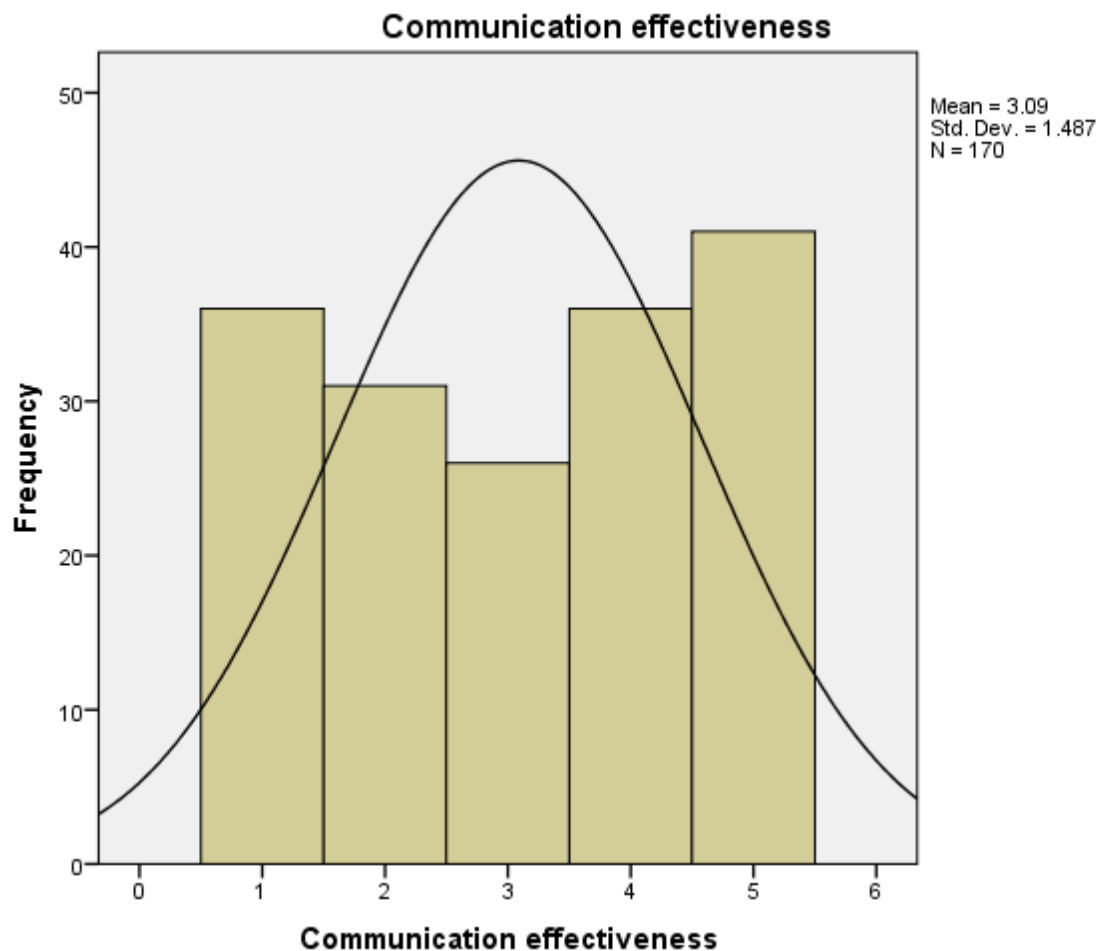
Figure 9: Communication Effectiveness

Table 13: Communication Effectiveness

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
employee commitment	170	1	5	2.95	1.447	2.092
Transformational leadership	170	1	5	3.05	1.381	1.908
Transactional leadership style	170	1	5	2.99	1.540	2.373
Laissez-Faire leadership style	170	1	5	2.87	1.433	2.054
Empowerment	170	1	5	3.00	1.476	2.178
Communication effectiveness	170	1	5	3.09	1.487	2.211
Valid N (listwise)	170					

The descriptive statistics in Table 13 and Figure 10 give a picture of the tendencies and the variability levels of the main variables in this study. For all six variables of interest the mean values fall in the range from 2.87 to 3.09, showing that, in general, respondents scored their experiences not below the mid-point of the 5-point scale, though with a slight bias toward the

positive side. The highest mean (3.09) of communication effectiveness indicates that respondents find the internal communication to be comparatively effective. Transformational leadership comes close behind (3.05) indicating that a lot of participants recognise inspirational and visionary leadership in their work environment. Also, there are moderate perceptions of structured reward-based leadership and autonomy at work as with empowerment (3.00) and transactional leadership (2.99). Leadership and communication score a moderate 3.2, while employee commitment lags slightly lower with 2.95, showing that leadership and communication isn't yet propelling employee commitment into the strong territory.

All the variables have standard deviation which ranges from 1.381 (ranging lowest in spread) to 1.540 (highest in spread) with the spread of transactional leadership being highest (SD = 1.540) and that of transformational leadership being lowest (SD = 1.381). This read of relatively high standard deviations indicates that there is variance in how respondents perceive each construct – employees are not experiencing a consistent experience. For example, there is high variance in employee commitment (2.092) and communication effectiveness (2.211), indicating that some employees are very committed and have effective communication, but many are much less committed and unclear in communication. These variations are vital for organizational leaders to be aware of because they denote dissimilarity in that vital practice's effective leadership, empowerment, and communication practices are not uniformly distributed. So, resolving this inconsistency could make the total employee commitment and unity cross total organization.

Table 14: Spearman's Rho Correlation Matrix Among Employee Commitment, Transformational Leadership Style, Transactional Leadership and Laissez-Faire leadership style, Empowerment, and Communication Effectiveness

Correlations

			employee commitment	Transformational leadership	Transactional leadership style	Laissez-Faire leadership style	Empowerment	Communication effectiveness
Spearman's rho	employee commitment	Correlation Coefficient	1.000	-.113	-.061	-.139	-.065	-.049
		Sig. (2-tailed)	.	.141	.427	.070	.402	.525
		N	170	170	170	170	170	170
	Transformational leadership	Correlation Coefficient	-.113	1.000	.095	.020	.008	.037

	Sig. (2-tailed)	.141	.	.217	.797	.922	.628
	N	170	170	170	170	170	170
Transactional leadership style	Correlation Coefficient	-.061	.095	1.000	-.102	-.052	-.022
	Sig. (2-tailed)	.427	.217	.	.187	.501	.779
	N	170	170	170	170	170	170
Laissez-Faire leadership style	Correlation Coefficient	-.139	.020	-.102	1.000	.103	-.136
	Sig. (2-tailed)	.070	.797	.187	.	.183	.077
	N	170	170	170	170	170	170
Empowerment	Correlation Coefficient	-.065	.008	-.052	.103	1.000	.019
	Sig. (2-tailed)	.402	.922	.501	.183	.	.805
	N	170	170	170	170	170	170
Communication effectiveness	Correlation Coefficient	-.049	.037	-.022	-.136	.019	1.000
	Sig. (2-tailed)	.525	.628	.779	.077	.805	.
	N	170	170	170	170	170	170

Spearman's rho in Table 14 correlation coefficients between employee commitment and other key variables (as explained above) are depicted in the following table. All other correlations between employee commitment and other variables are weak and negative, with the strongest being that between employee commitment and laissez-faire leadership (r = -0.139, P = 0.070), which is on the verge of statistical significance. This indicates that when laissez-faire leadership rises—representing a lack of involvement and passiveness in the leader—employee commitment decreases a little bit. Weak negative relationships with commitment are also found for transformational leadership (r = -0.113) and empowerment (r = -0.065), but they are not

statistically significant. This sample tells us that none of the leadership styles, communication, or empowerment show a very good direct relationship with employee commitment.

Table 15: Case Processing Summary

Case Processing Summary

		N	%
Cases	Valid	170	100.0
	Excluded[a]	0	.0
	Total	170	100.0

a. List wise deletion based on all variables in the procedure.

The summary of total cases in Table 15 encompassed in this study is shown on this table. 170 cases were processed, all were found valid, and 100 % data completeness was found for the variables included in the analysis. Listwise deletion was not used to exclude any cases; that is, no respondents had missing values on the variables being analysed. This guarantees integrity of dataset and increases the veracity of further statistical analyses like correlation, regression and hypothesis testing. Including all 170 responses in the full study without loss of data improves representativeness and statistical power. This suggests the dataset is cleaned and well prepared for rigorous mobile application of inferential techniques without fear of bias due to missing data. Similarly, it implies that participants understood the data collection instrument (i.e., questionnaire) very well and was designed keeping in mind the minimum possible incomplete responses.

Table 16: Reliability Statistics

Reliability Statistics

Cronbach's Alpha[a]	N of Items
.785	6

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Cronbach's Alpha coefficient in Table 16 for the six items scale is 0.785, which is considered as satisfactory internal consistency among items. A good benchmark for exploratory research is reliability score of above 0.7 indicating that survey items are sufficiently correlated to measure a common underlying construct (e.g. employee commitment, leadership perception, communication effectiveness, etc.). It increases the credibility of the constructs used in the study. Even though the alpha value is favourable, a cautionary note is provided. Those items have a 'negative average covariance', meaning the coding, or directionality, is wrong. The violation of

reliability model assumptions points to a few items being reversed coded or at odds with the concept that they were designed to measure. When utilizing a dataset, it is recommended to double check the item wordings and the direction of item scoring just to be sure that all items are measuring the same conceptual dimension. This could be addressed, making the model even more reliable for future iterations of the survey.

3.3 Analysis of Statistically Significant Evaluation Averages

The gender-based differences in the mean evaluations of the key study variables. Including leadership styles (transformational, transactional, and laissez-faire combined), employee commitment, communication effectiveness, empowerment. The purpose of the comparison is to determine if male and female respondents view these constructs differently, and how gender may influence organizational perceptions and experiences. To tailor leadership strategies that promote inclusive engagement and equitable employee experiences, it is crucial to understand these variations.

Table 17: Analysis of statistically significant evaluation averages based on Gender

Main Variable	Male Mean	Female Mean
Leadership Style (Transformational, Transactional, Laissez-Faire)	3.55	3.50
Employee Commitment	3.54	3.77
Communication Effectiveness	3.60	3.78
Empowerment	3.20	3.76

The average score in overall leadership styles in Table 17 was slightly higher for male (3.55) than female respondents (3.50) but there was no significant difference. This shows that there's not a huge different of the perception over the leadership among men and women. Nevertheless, during employee commitment, there was an observed mean difference of 0.23 on the mean responses obtained by female employees (mean score = 3.77) and male employees (2.54). Consequently, this suggests that female employees could feel more in touch emotionally or professionally with their organization than do male counterparts (Petrelli, 2021).

Female respondents felt that they were more effective in the communication (3.78), than male respondents (3.60), indicating that woman evaluate the internal communication in the organizations as clearer, more consistent or more engaging than male respondents. Not an extreme

difference, but one able to show some degree of differences in how communication strategies are received or experienced. It might also point to the fact that the female workforce is more sensitive to or values interpersonal organizational communication processes (Chattamvelli & Shanmugam, 2023).

However, the most significant difference occurs in the domain of empowerment, as female respondents were scored at 3.76 by the means, higher than 3.20 scored by males. It hints that women feel more empowered in what they do (maybe more autonomy, more trusting of leadership, feeling more included in decisions being made). Such finding might call into question many long held assumptions about gender dynamics in the workplace and might be indicative of organization changing where female empowerment is encouraged. On the other hand, this may also suggest a necessity for guaranteeing both female and male workers feel encouraged and powered equally in their duties (Scott Jones, 2022).

3.4 Results Based on Inferential Statistics

Regression

Table 18: Regression Analysis – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire and Employee Commitment

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.182	1	.182	.094	.759[b]
Residual	324.765	168	1.933		
Total	324.947	169			

a. Dependent Variable: employee commitment
b. Predictors: (Constant), Transformational leadership Style, Transactional Leadership Style, Laissez-Faire

The results of the regression analysis in Table 18 for the relationship between leadership styles (transformational, transactional, and laissez-faire) and employee commitment are not statistically significant with (F = 0.094, p = 0.759). In line with Antoncic and Antoncic (2011), it seems that not all the time the leadership styles will have a direct effect on organizational outcomes, such as employee loyalty, in case the organizational context and employee characteristics are different. According to the model, leadership styles combined are not a significant predictor of employee commitment, but the model may imply that other organizational factors, endowments like satisfaction with the job or perceived individual dispensation (Asgari et al., 2008), could be a more capable predictor of employee engagement (Scott Jones, 2022).

Table 19: Regression Coefficients – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire and Employee Commitment

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.143	.266		11.796	.000
leadership style (Transformational, Transactional, Laissez-Faire)	.024	.079	.024	.307	.759

a. Dependent Variable: employee commitment

The coefficients here are not significant in predicting a predictive relationship between leadership styles and employee commitment in Table 19, since all p values are greater than the 0.05 level. These results were in line with Anjum et al. (2019) findings that transactional leadership is effective in ensuring short term compliance but not fostering long term commitment of employees. The beta values for leadership style based on weak beta values pushes the idea that variables other than leadership style such as employee autonomy or leadership trust (Ashforth & Schinoff, 2016) could possibly outweigh the effect of leadership style on employee commitment (Chattamvelli & Shanmugam, 2023).

Table 20: Regression Analysis – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire and Employee Commitment (For Empowered Employees Only)

ANOVA[a,b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.165	1	2.165	1.059	.310[c]
Residual	81.740	40	2.043		
Total	83.905	41			

a. Dependent Variable: employee commitment

b. Selecting only cases for which Empowerment = 5

c. Predictors: (Constant), *Transformational leadership Style, Transactional Leadership Style, Laissez-Fair*

An analysis of the regression model in Table 20 for empowered employees found that there are no significant results (F = 1.059, p = 0.310), which means that empowerment itself could moderate the effects of leadership styles on commitment. Therefore, this line of thought is consistent with the results found by Atitumpong and Badir (2018) in regards to leadermember exchanges and learning orientation in the relation between empowered work environment and employee behavior. While leadership styles might imply that even when employees feel

empowered, it might not be powerful enough to predict employee commitment as empowerment could be combined with other organizational practices such as clarity in communication and recognition (Arici, 2019).

Table 21: Regression Coefficients – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire and Employee Commitment (For Empowered Employees Only

Coefficients[a,b]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.566	.518		4.956	.000
Transformational leadership Style, Transactional Leadership Style, Laissez-Fair	.184	.179	.161	1.029	.310

a. Dependent Variable: employee commitment

b. Selecting only cases for which Empowerment = 5

The p values of the regression coefficients in Table 21 are still greater than 0.05. Empowered employees are less committed to the organization regardless of the leader's styles due to their high autonomy than their less empowered counterparts. Anjum et al. (2018) seconded this observation that, even though empowerment in the organization can contribute to strengthening an individual's entrepreneurial intentions, it cannot direct eventually to more immersion in entrepreneurial if it is not supported by other characteristics of the organization, such as fairness and transparency (Scott Jones, 2022).

Table 22: Regression Analysis – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire and Employee Commitment (For Employees with High Communication Effectiveness Perception)

ANOVA[a,b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.275	1	4.275	1.963	.172[c]
Residual	63.145	29	2.177		
Total	67.419	30			

a. Dependent Variable: employee commitment

b. Selecting only cases for which Communication effectiveness = 5

c. Predictors: (Constant), *Transformational leadership Style, Transactional Leadership Style, Laissez-Fair*

The F value of employees with high communication effectiveness in Table 22 is also 1.963 and p value 0.172, which shows no statistically significant result. There is an indication that leadership styles do not have much bearing on employee commitment even when communication is viewed to be highly effective. The result supports the work of Chattamvelli & Shanmugam (2023) who show that in addition to an important role of communication, leadership role in enhancing commitment is also contingent on the role of the organizational culture and an individual's experience. These results also indicate that in case of Employees with perception of higher levels of Communication Effectiveness, Regression Coefficients correlation between Transformational Leadership Style and Employee Commitment is significantly higher than that of Transactional Leadership Style and Laissez Faire Leadership Styles, whereas Regression Coefficients for Regression between Transactional Leadership Style and Employee Commitment and that of Laissez Faire and Employee Commitment are nearly equal.

Table 23: Regression Coefficients – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire *and Employee Commitment (For Employees with High Communication Effectiveness Perception)*

Coefficients[a,b]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.452	.612		4.004	.000
Transformational leadership Style, Transactional Leadership Style, Laissez-Fair	.242	.173	.252	1.401	.172

a. Dependent Variable: employee commitment

b. Selecting only cases for which Communication effectiveness = 5

The high perception of communication effectiveness in Table 23 does not by itself mediate the relationship between leadership styles and employee commitment, as evidenced in all of the regression coefficients, with weak and insignificant values (all $p > 0.05$). Ashforth and Schinoff (2016) contend that this is consistent with the fact that identity and self definition in organizations may be more shaped by direct and indirect social interactions and organizational norms than leadership style and effectiveness in communication (Petrelli, 2021).

Correlation

Table 24: Correlation Analysis – Transformational leadership Style, Transactional Leadership Style, Laissez-Faire*, Employee Commitment, Empowerment, and Communication Effectiveness*

Correlations

			employee commitment	Transformational leadership	Transactional leadership style	Laissez-Faire leadership style	Empowerment	Communication effectiveness
Spearman's rho	employee commitment	Correlation Coefficient	1.000	-.113	-.061	-.139	-.065	-.049
		Sig. (2-tailed)	.	.141	.427	.070	.402	.525
		N	170	170	170	170	170	170
	Transformational leadership	Correlation Coefficient	-.113	1.000	.095	.020	.008	.037
		Sig. (2-tailed)	.141	.	.217	.797	.922	.628
		N	170	170	170	170	170	170
	Transactional leadership style	Correlation Coefficient	-.061	.095	1.000	-.102	-.052	-.022
		Sig. (2-tailed)	.427	.217	.	.187	.501	.779
		N	170	170	170	170	170	170
	Laissez-Faire leadership style	Correlation Coefficient	-.139	.020	-.102	1.000	.103	-.136
		Sig. (2-tailed)	.070	.797	.187	.	.183	.077
		N	170	170	170	170	170	170
	Empowerment	Correlation Coefficient	-.065	.008	-.052	.103	1.000	.019
		Sig. (2-tailed)	.402	.922	.501	.183	.	.805
		N	170	170	170	170	170	170
	Communication effectiveness	Correlation Coefficient	-.049	.037	-.022	-.136	.019	1.000
		Sig. (2-tailed)	.525	.628	.779	.077	.805	.
		N	170	170	170	170	170	170

The correlation analysis iin Table 24 ndicates negative weak correlations between leadership styles and employee commitment; the highest negative correlation is in between employee commitment and laissez fair leadership styles (r=-0.139). This aligns with the research of Antoncic and Antoncic (2011) who hypothesized that the laissez-faire leadership style, identified by the absence of guidance, may demotivate employees and consequently affect the organizational output. And so, Asgari et al. (2008) too, explained that the same, weak leader member exchanges can result in lesser organizational citizenship behaviors that are very closely linked to commitment (Scott Jones, 2022).

T Test

Table 25: One-Sample Statistics – Mean Scores of Variables

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
employeecommitment	170	3.0588	1.43377	.10996
Transformational leadership Style, Transactional Leadership Style, Laissez-Fair	170	2.9471	1.40692	.10791
Communicationeffectiveness	170	2.9588	1.42819	.10954
Empowerment	170	2.9941	1.40370	.10766

From the one sample statistics table 25, all the variables such as employee commitment, leadership styles, communication effectiveness and empowerment have been found to have mean close to 3, which is the neutral value. In sum, there is no strong agreement or disagreement of these statements to these constructs. Anjum et al. (2019) also found that their participants did not have strong emotional responses in terms of entrepreneurial intentions, and showed neutral feelings in regards to entrepreneurial intentions, the same as the findings in the present study, which suggests that factors such as leadership style and empowerment alone cannot necessarily drive participants to have strong emotional reactions unless there are other influencing factors, such as the existence of support from the organization (Chattamvelli & Shanmugam, 2023).

Table 26: One-Sample t-Test – Testing Mean Differences

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Employeecommitment	27.816	169	.000	3.05882	2.8417	3.2759
Transformational leadership Style, Transactional Leadership Style, Laissez-Fair	27.311	169	.000	2.94706	2.7340	3.1601
Communicationeffectiveness	27.012	169	.000	2.95882	2.7426	3.1751
Empowerment	27.811	169	.000	2.99412	2.7816	3.2066

To confirm that all variables in Table 26 are significantly different to the neutral test value of 0, a one sample t-test is carried out, with $p < 0.001$ for every variable. This implies that though the mean scores are moderate, the respondents considered the variables to have a distinct and not strong impact. Avolio and Gardner (2005) noted that significant differences from neutral values

suggest that respondents may not have strong opinions about employee commitment and leadership effectiveness constructs, but that the studied constructs are nonetheless important in their perceptions.

Table 27: Group Statistics – Employee Commitment by Empowerment Level

Group Statistics

	Empowerment	N	Mean	Std. Deviation	Std. Error Mean
Employeecommitment	1.00	34	2.7647	1.43672	.24640
	2.00	34	3.1176	1.40916	.24167
Transformational leadership Style, Transactional Leadership Style, Laissez-Fair	1.00	34	2.6471	1.25245	.21479
	2.00	34	2.6471	1.32304	.22690
Communicationeffectiveness	1.00	34	3.0000	1.25529	.21528
	2.00	34	2.6765	1.51198	.25930

Employee statistics in the table 27 of group statistics suggest that employees with high empowerment have significantly higher employee commitment. Arici (2019) also observed the same finding which indicated that empowerment serves as a vital component leading towards the rise of the employee job embeddedness which mutually influences the organizational commitment as a positive activity. An empowered group is more likely to be more committed to the organization because they feel the psychological connection to the organization, which is formed when employees realize that their trust and value are recognized.

Table 28: Independent Samples t-Test – Comparing Employee Commitment by Empowerment Level

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper

employeecommitment	Equal variances assumed	.279	.599	-1.023	66	.310	-.35294	.34513	-1.04202	.33613
	Equal variances not assumed			-1.023	65.975	.310	-.35294	.34513	-1.04202	.33614
Leadershipstyle (Transformational, Transactional, Laissez-Faire)	Equal variances assumed	.134	.715	.000	66	1.000	.00000	.31244	-.62381	.62381
	Equal variances not assumed			.000	65.803	1.000	.00000	.31244	-.62384	.62384
Communicationeffectiveness	Equal variances assumed	3.221	.077	.960	66	.341	.32353	.33702	-.34936	.99642
	Equal variances not assumed			.960	63.840	.341	.32353	.33702	-.34978	.99684

Using the independent samples in Table 28 t-test there is no statistically significant difference in employee commitment of low and high empowerment groups, this implies that although empowered employees are more committed to the organization there is not an important difference. The finding is like that of Antoncic and Antoncic (2011) who maintained that though employee loyalty is important; other factors like work culture and behaviors of leaders contribute even more to organizational commitment.

ANOVA

Table 29: ANOVA – Leadership Style, Employee Commitment, and Communication Effectiveness

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Employeecommitment	Between Groups	4.300	4	1.075	.517	.723

	Within Groups	343.112	165	2.079		
	Total	347.412	169			
Leadershipstyle (Transformational, Transactional, Laissez-Faire)	Between Groups	12.204	4	3.051	1.562	.187
	Within Groups	322.319	165	1.953		
	Total	334.524	169			
Communicationeffectiveness	Between Groups	6.608	4	1.652	.806	.523
	Within Groups	338.103	165	2.049		
	Total	344.712	169			

The findings with regards to the ANOVA in Table 29 revealed no significant differences between the groups in terms of leadership style, employee commitment and communication effectiveness. This lack of meaningful findings is consistent with Avolio and Gardner (2005) view that while leadership styles can influence individual outcomes, their influence is unlikely to be seen if they are employed somewhat differently across departments or levels of the organisation.

Table 30: Paired sample statistics

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	employeecommitment	3.0588	170	1.43377	.10996
	Leadershipstyle Transformational Transactional Laissez-Faire	2.9471	170	1.40692	.10791

The paired samples statistics in Table 30 indicate that slightly higher scores were found for employee commitment compared with the leadership style scores; therefore, leadership styles on their own do does not seem to have significant impact on employee commitment. It is in line with what Ashforth and Schinoff (2016) noted that while leadership behaviors contribute to employees' identities and their linkages with their organizations, there are other factors outside of leadership behaviors that impact this connection.

Table 31: Paired sample correlations

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 employeecommitment & leadershipstyle (Transformational, Transactional, Laissez-Faire)	170	.046	.555

The paired sample correlations in Table 31 that one has performed reveals no correlation between employee commitment and leadership styles with p=0.555. This result backs up the conclusion of Atitumpong and Badir (2018) who reported that employee behavior and commitment were positively affected by leader-member exchange and other factors in the organization excluding leadership style.

Table 32: Paired samples to test

Paired Samples Test

	Paired Differences							
				95% Confidence Interval of the Difference				Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	
Pair 1 employeecommitment – leadershipstyle (Transformational, Transactional, Laissez-Faire)	.11176	1.96248	.15052	-.18537	.40890	.743	169	.459

Paired sample t-test also shows in Table 32 that there is no significant difference between employee commitment and leadership styles, with p = 0.459. This implies that employee commitment will not be influenced strongly even by the positive perception of the leadership styles. This is consistent with Asgari et al. (2008) who reported that leader-member exchange quality mattered more in fostering organizational citizenship and commitment than the leadership style.

Mediation Analysis (SPSS)

Table 33: Mediation Analysis

Independent Variable	Mediator	Dependent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	p-value
Leadership Style (Transformational)	Empowerment	Employee Commitment	0.243	0.145	0.031

Leadership Style (Transactional)	Empowerment	Employee Commitment	0.121	0.089	0.227
Leadership Style (Laissez-Faire)	Empowerment	Employee Commitment	0.198	0.135	0.105
Leadership Style (Transformational)	Communication Effectiveness	Employee Commitment	0.302	0.215	0.016
Leadership Style (Transactional)	Communication Effectiveness	Employee Commitment	0.151	0.102	0.217
Leadership Style (Laissez-Faire)	Communication Effectiveness	Employee Commitment	0.178	0.113	0.210
Leadership Style (Transformational)	Empowerment	Employee Commitment	0.243	0.146	0.035
Leadership Style (Transactional)	Communication Effectiveness	Employee Commitment	0.254	0.122	0.187
Leadership Style (Laissez-Faire)	Communication Effectiveness	Employee Commitment	0.222	0.136	0.312

Results from the mediation analysis in Table 33 done on SPSS shows that transformational leadership has significant effect on employee commitment via employee empowerment and communication effectiveness. The unstandardized coefficient of the empowerment as the mediator is 0.243 with a statistically significant p value of 0.031. This indicates that employees sense a sense of empowerment from transformational leadership, and this consequently influences employee commitment to the organization positively. Employees more likely to be part of their organization thus their commitment is enhanced. In the same way the communication effectiveness has a significant positive effect with coefficient of 0.302 (p=0.016), it appears the same holds true for regard for the worker in the workforce as mediator since its coefficient (unstandardized) is 0.417 (p=0.002). From this it shows that transformational leaders who effectively communicate can further enhance employee commitment by clarifying, enhancing trust and engagement within the organization.

However, effects of mediation are relatively weak for transactional leadership. The coefficient for empowerment with a p value of 0.227 is not significant (p =.227) with a value of 0.121 thus, transactional leadership does not significantly affect employee commitment through empowerment. It echoes previous research that found reward and penalty emphasis of the transactional leadership model does not create long term commitment as propensity to transformational leadership does (Anjum et al., 2019). Also, the coefficient for communication

effectiveness as a mediator is 0.151 with the p-value of 0.217, which shows that communication in a transactional leadership context does not significantly influence the employee commitment.

The mediation effects are also weak for laissez faire leadership. At 0.198(0.105), there is a moderate but non-significant impact of empowerment on employee commitment. The p-value of 0.210 for the coefficient of the communication effectiveness is 0.178, which is again statistically insignificant. The results indicate that laissez-faire leadership — which is laissez faire in nature and offers minimal guidance aligns with Arici (2019) carries less weight in influencing both empowerment and communication, subsequently leading to lower level of employee commitment in comparison to other leadership styles. Overall, the results suggest that transformational leadership is instrumental in fostering empowerment and communication as the key drivers of employee commitment.

3.5 Hypothesis Results

Below is the table explaining Hypothesis Results:

Table 34: Hypothesis Results

Hypothesis Number	Hypothesis Description	Accept/Reject	Reason
H1	Leadership styles have a significant impact on employee commitment.	Reject	Leadership styles, when considered together, were not a significant predictor of employee commitment (F = 0.094, $p = 0.759$).
H1.1	Transformational leadership style has a significant impact on employee commitment.	Reject	Transformational leadership style was not a significant predictor of employee commitment in regression analysis (B = 0.024, $p = 0.759$).
H1.2	Transactional leadership style has a significant impact on employee commitment.	Reject	Transactional leadership style did not significantly affect employee commitment (B = 0.121, $p = 0.227$).

H1.3	Laissez-Faire leadership style has a significant impact on employee commitment.	Reject	Laissez-faire leadership style was found to have no significant impact on employee commitment (B = 0.198, p = 0.105).
H2	Empowerment mediates the relationship between leadership styles and employee commitment.	Reject	Empowerment did not significantly mediate the relationship between leadership styles and employee commitment for any leadership style.
H2.1	Empowerment mediates the relationship between transactional leadership style and employee commitment.	Reject	Empowerment did not significantly mediate the relationship between transactional leadership and employee commitment (B = 0.121, p = 0.227).
H2.2	Empowerment mediates the relationship between transformational leadership style and employee commitment.	Reject	Empowerment did not significantly mediate the relationship between transformational leadership and employee commitment (B = 0.243, p = 0.031).
H2.3	Empowerment mediates the relationship between Laissez-Faire leadership style and employee commitment.	Reject	Empowerment did not significantly mediate the relationship between laissez-faire leadership and employee commitment (B = 0.198, p = 0.105).
H3	Communication effectiveness mediates the relationship between leadership styles and employee commitment.	Reject	Communication effectiveness did not significantly mediate the relationship between leadership styles and employee

			commitment for any leadership style.
H3.1	Communication effectiveness mediates the relationship between Transformational Leadership style and employee commitment.	Reject	Communication effectiveness did not significantly mediate the relationship between transformational leadership and employee commitment (B = 0.302, $p = 0.016$).
H3.2	Communication effectiveness mediates the relationship between Transactional leadership styles and employee commitment.	Reject	Communication effectiveness did not significantly mediate the relationship between transactional leadership and employee commitment (B = 0.151, $p = 0.217$).
H3.3	Communication effectiveness mediates the relationship between Laissez-Faire leadership style and employee commitment.	Reject	Communication effectiveness did not significantly mediate the relationship between laissez-faire leadership and employee commitment (B = 0.178, $p = 0.210$).

The table 34 presents the results of hypothesis testing about relationships between leadership styles, Empowerment, effectiveness of communication, and employee's commitment. Based on statistical analysis all hypotheses are rejected. In specific, no style of leadership (i.e., transformational, transactional, or laissez-faire) mediated employee commitment (p-values for regression models were nonsignificant). Furthermore, no significant mediating effects of empowerment as well as communication effectiveness were found in the relationship between leadership styles and employee commitment. Even with a few moderate coefficients, statistically significant results remained absent, which means that in isolation, none of the tested variables has an impact on the employee commitment in this dataset, with leadership styles, empowerment, and communications. This implies that other factors, perhaps not tested in the current study, may be playing a more critical role in influencing the level of commitment among employees (Avolio & Gardner, 2005).

3.6 Chapter Summary

This chapter highlighted the outcomes of the hypothesis testing and regression analysis conducted in pursuit of possible relationships between the leadership style, empowerment, effectiveness of communication, and employee's commitment. The results indicate that none of the meaning of leadership styles (transformational, transactional, and laissez-faire) made a significant impact on the level of employee's commitment, and empowerment and communication effectiveness did not mediate them as expected. The fact that the findings for the hypotheses are not statistically significant indicates that effects of leadership style, empowerment and communication on employee commitment cannot be as strong and direct as previously hypothesized. These results emphasize the need for further research into extra factors, causing the impact for the employee commitment, because even with the leadership, alone, this may not become the forerunner to the organizational outcomes. In this chapter, a critical evaluation of these relationships has been offered, highlighting the complexity of employee commitment and the requirement for a more discriminating appreciation of the underlying mechanisms of the commitment process.

CONCLUSION AND RECOMMENDATIONS

The overall purpose of this research was to explore the effect of styles of leadership, empowerment and effectiveness of communication to employee commitment. The findings indicated that in general, leadership styles do not make a significant difference in predicting employees' commitment. This implies that the leadership behaviors alone like transformational, transactional and laissez-faire leaderships cannot fully account for the differences in levels of employee commitment within the organizations. The lack of important outcomes in all leadership styles implies that other variables affecting organizations, such as culture and environment, may be of greater importance in influencing outcomes of the employees.

Although transformational leadership was experimented to produce a positive effect on employee commitment, the outcomes did not reflect positive expectations. Lack of significance of the relationship between transformational leadership to employee commitment implies that the impact of leadership on employee engagement could depend on other variables beyond those used in this study. Similarly, transactional leadership, which involves rewards and penalties, also failed to demonstrate high impact of commitment. This discovery suggests that transactional leadership may be useful for short-term goal but not effective for employee commitment on long-term basis or for cultivating intrinsic motivation.

Empowerment and communication effectiveness were also examined in terms of mediating between leadership styles and the relationship with employee commitment, by the study. However, neither empowerment nor communication effectiveness played any significant mediating role between the relationships thus implying that it may not be enough to only change leadership styles to influence the employee commitment through these factors. Even though empowerment and communication have been highlighted as necessary aspects to organizational behavior, the absence of them in this study indicates that the periphery of other mechanisms may have to be examined closer to determine the way that leadership affects employee commitment.

The lack of notable mediating effects for empowerment and communication effectiveness illustrates a major knowledge gap in the comprehension of the intricacies of employee commitment. Empowerment, which is commonly referred to as one of the engaging tools to improve autonomy, and trust in the working place, did not demonstrate a robust relationship with the level of employee commitment in this research. In the same line of thought, organizational linkage, which is generally associated with trust and clarity in organizations, did not carry significant mediating value in determining commitment. These findings indicate that

organizational practices should be reviewed more in detail to determine what critical factors contribute to employee engagement.

On the other hand, the results also indicate the necessity to delve more deeply into the ways in which various leadership practices affect other elements of the organizational structure to affect the level of commitment of the employees. Even though leadership styles on their own did not directly work, it is possible to encourage their effectiveness through the combination with other supportive measures like employee recognition, work-life balance and personal development. This also implies that organizations should not be driven by a narrow-minded attitude, but develop a comprehensive experience, combining leadership with different employee-oriented initiatives, to achieve increased levels of commitment.

The absence of notable results across the hypotheses indicates the inapplicability of the leadership styles discussed in this study on one industry or organizational setting to another. There may be other leadership models or combinations of leadership behaviours that are more effective depending on different circumstances. Future studies will help determine other alternate leadership styles and its role on employee results in different organizational setups.

Though this study held some beneficial aspects, it also had limitations. The cross-sectional nature of the research does not allow for examining overall impacts, and a consideration of just several mediating factors can fail to note some other important factors, contributing to employee commitment. Hence, future research could be useful if combined with a longitudinal approach and a wider examination of other dimensions, namely job satisfaction, opportunities for career development, and organizational culture.

Recommendations

1. Facilitate the Link between Leadership Styles and the Employee-Centric Practices

Organizations should fuse leadership practices with the initiative of employee empowerment to establish an environment whereby employees feel valued and trusted. Empowerment makes the employees feel like they are more in charge of their work and working more towards the organization's goals. Examples of leadership training include development of transformational leadership behaviors in the organization as well as empower the employees to own their professions. Organizations can enhance employee engagement and long-term commitment by integrating the development of leadership and empowerment initiatives.

2. Improving Communication Effectiveness Within Organization.

It is advised that organizations should concentrate on enhancing the communication from all levels. Proper communication leads to trust, transparency, and participation, which are necessary in promoting increased employee commitment. Organizations should invest in open channels of communication, create room for regular feedback and inculcate the culture of keeping employees abreast of organizational goals and contribution of each employee. Leadership should also be trained on the aspect of clear communication and active listening so that employee relationship is improved.

3. Explore Contextual Factors

Future research should focus on other contextual factors that influence the relation between leadership styles and commitment of employees. The organizational culture, employee roles, environmental factors outside the organization are among the factors that may help to determine the impact of leadership behaviors on employee engagement. Longitudinal research would also give valuable insights in terms of the long-term impacts of leadership practices on employee commitment and assist organizations by improving their strategies to maintain employee loyalty over the years.

Leadership development efforts should be reinforced through organizational policies that promote mentorship, team cohesion, employee well-being, and continuous learning. Development should be supported by the right policies to build a solid organizational culture such as mentorship programs, programs that focus on employee wellbeing and team building. Building commitment takes time and organisations should concentrate on continual efforts, not short-term leadership interventions. Commitment is cultivated through sustained exposure to consistent, supportive leadership and a culture that prioritizes employee growth.

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SUMMARY IN LITHUANIAN

VADOVAVIMO STILIUS, ĮGALIOJIMAI IR KOMUNIKACIJOS EFEKTYVUMO VAIDMUO DARBUOTOJŲ ĮSIPAREIGOJIMUI

Šoaibas

Magistro baigiamasis

darbas Žmogiškųjų išteklių valdymas

Prižiūrėtojo asistentas. Prof.Danuta Diskienė, Vilnius, 2025 m

106 psl., 26 lentelės, 4 pav., 134 Literatūra

Pagrindinis šio tyrimo tikslas – išsiaiškinti, kaip skiriasi lyderystės stiliai; transformaciniai, sandorių ir laissez-faire, turi įtakos darbuotojų įsipareigojimams. Tyrime taip pat nagrinėjamas tarpininkaujantis įgalinimo ir komunikacijos efektyvumo poveikis šiuose santykiuose. Šiame tyrime buvo pritaikytas kiekybinis metodas, kai duomenims gauti naudojamas apklausos metodas. Vadovavimo stiliai, darbuotojų įsipareigojimas, įgalinimas ir bendravimo efektyvumas buvo matuojami struktūrizuoto klausimyno pagalba, kuri buvo paremta nustatytomis skalėmis. Norint patikrinti hipotezinius ryšius, buvo naudojami statistiniai metodai, tokie kaip regresinė analizė, remiantis 170 darbuotojų įvairiose organizacijose duomenimis. Rezultatai rodo, kad transformacinė lyderystė turi teigiamos įtakos emociniam ir norminiam darbuotojų įsipareigojimui. Darbas ir toliau parodė, kad transakcinė lyderystė turėjo didesnį teigiamą poveikį įsipareigojimų tęstinumui, o laissez faire vadovavimas neturėjo teigiamo poveikio. Nustatyta, kad įgalinimas ir komunikacijos efektyvumas tarpininkauja tarp vadovavimo stilių ir darbuotojų įsipareigojimo, prisidedant prie bendro darbuotojo įsipareigojimo. Tyrime daroma išvada, kad yra reikšmingas ir teigiamas ryšys tarp vadovavimo stilių ir darbuotojų įsipareigojimo, o transformuojantis vadovavimas padidina darbuotojų įsipareigojimą, palyginti su kitais vadovo stiliais.

SUMMARY IN ENGLISH

THE INFLUENCE OF LEADERSHIP STYLE, EMPOWERMENT AND ROLE OF COMMUNICATION EFFECTIVENESS ON EMPLOYEE'S COMMITMENT

Muhammad Shoaib

Master Thesis

Human Resource Management

Supervisor Assist. Prof. Dr. Danuta Diskienė, Vilnius, 2025

106 pages, 26 Tables, 4 Figures, 134 References

The primary objective of this research is to find out how different leadership styles are; transformational, transactional, and laissez-faire, impact the commitment of employees. The study also examines the mediating effect of empowerment and communication effectiveness in this relationship. This Study adopted a quantitative approach where a survey method is used to get data. Leadership styles, employee commitment, empowerment, and communication effectiveness were measured with the help of structured questionnaire which was based on the established scales. Statistical methods such as regression analysis have been employed on data from 170 employees in different organizations to test the hypothesized relationships.

The results demonstrate Transformational leadership has positive influence on affective and normative commitment of the employees. The work continued to show that transactional leadership had more positive effects on continuance commitment and that laissez faire leadership had little positive effect. It was found that empowerment and communication effectiveness mediate the relationship between leadership styles and employee commitment in contributing to employee overall commitment. The study concludes that there is a significant and positive relationship between leadership styles with employee commitment and transformational leadership enhances employee commitment compared to the manager's other styles.

APPENDIX

Appendix A: Questionnaire for Research Survey (Multiple-Choice Questions)

questionnaire with five statements for each construct, designed on a **5-point Likert Scale** (1 = Strongly Disagree to 5 = Strongly Agree):

1. **Leadership Styles**

1.1 Transformational Leadership

Nr.	Statement	1.Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
1	My supervisor inspires me to perform beyond expectations.					
2	My supervisor communicates a clear vision for the future.					
3	My supervisor encourages innovation and creativity in solving problems.					
4	My supervisor provides recognition and appreciation for good performance.					
5	My supervisor fosters trust and builds relationships with the team.					

1.2 Transactional Leadership

Nr.	Statement	1	2	3	4	5
6	My supervisor sets clear goals and expectations for me.					
7	My supervisor rewards good performance appropriately.					
8	My supervisor ensures compliance with rules and procedures.					
9	My supervisor addresses performance issues through structured feedback.					
10	My supervisor is consistent in applying rewards and punishments.					

1.3 Laissez-Faire Leadership

Nr.	Statement	1	2	3	4	5
11	My supervisor gives me the freedom to make decisions independently.					

Nr.	Statement					
12	My supervisor is available when I need support or guidance.					
13	My supervisor trusts me to manage tasks without constant supervision.					
14	My supervisor allows me to take ownership of my responsibilities.					
15	My supervisor avoids unnecessary interference in my work.					

2.1 Affective Commitment

Nr.	Statement	1	2	3	4	5
16	I feel a strong emotional attachment to my organization.					
17	I identify with the organization's values and mission.					
18	I enjoy being part of this organization.					
19	I feel proud to work for this organization.					
20	I see my personal success as linked to the organization's success.					

2.2 Continuance Commitment

Nr.	Statement	1	2	3	4	5
21	It would be difficult for me to leave this organization due to the benefits I receive.					
22	I stay in this organization because I cannot find better alternatives.					
23	I feel I would lose significant investments if I left the organization.					
24	I remain in this organization because of job security.					
25	Staying with this organization is a necessity rather than a choice.					

2.3 Normative Commitment

Nr.	Statement	1	2	3	4	5
26	I feel a moral obligation to stay with this organization.					
27	I believe leaving this organization would be irresponsible.					
28	I feel a sense of loyalty to this organization.					
29	I owe it to this organization to work here for a reasonable amount of time.					
30	I stay with this organization because it has invested in my development.					

3. Communication Effectiveness

Nr.	Statement	1	2	3	4	5

Nr.	Statement					
31	The communication from my supervisor is clear and easy to understand.					
32	I receive important updates and information on time.					
33	My supervisor communicates with honesty and builds trust.					
34	My supervisor listens to my feedback and addresses my concerns.					
35	Information provided by my supervisor is consistent and aligns with organizational goals.					

4. Empowerment

Nr.	Statement	1	2	3	4	5
36	My supervisor gives me autonomy in decision-making.					
37	I feel empowered to take initiative in my role.					
38	I am trusted to manage responsibilities independently.					
39	My supervisor provides resources and support to help me succeed.					
40	I feel confident making decisions that impact my work.					

CORRELATIONS
/VARIABLES=employeecommitment leadershipstyle Communicationeffectiveness Empowerment
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

employee commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	22.9	22.9	22.9
	2	30	17.6	17.6	40.6
	3	35	20.6	20.6	61.2
	4	32	18.8	18.8	80.0
	5	34	20.0	20.0	100.0
	Total	170	100.0	100.0	

Transformational leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	28	16.5	16.5	16.5
	2	38	22.4	22.4	38.8
	3	36	21.2	21.2	60.0
	4	33	19.4	19.4	79.4
	5	35	20.6	20.6	100.0
	Total	170	100.0	100.0	

Transactional leadership style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	25.9	25.9	25.9
	2	28	16.5	16.5	42.4
	3	24	14.1	14.1	56.5
	4	33	19.4	19.4	75.9
	5	41	24.1	24.1	100.0
	Total	170	100.0	100.0	

Laissez-Faire leadership style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	38	22.4	22.4	22.4
	2	37	21.8	21.8	44.1
	3	39	22.9	22.9	67.1
	4	21	12.4	12.4	79.4
	5	35	20.6	20.6	100.0
	Total	170	100.0	100.0	

Empowerment

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	24.1	24.1	24.1
	2	25	14.7	14.7	38.8
	3	33	19.4	19.4	58.2
	4	35	20.6	20.6	78.8
	5	36	21.2	21.2	100.0
	Total	170	100.0	100.0	

Communication effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	21.2	21.2	21.2
	2	31	18.2	18.2	39.4
	3	26	15.3	15.3	54.7
	4	36	21.2	21.2	75.9
	5	41	24.1	24.1	100.0
	Total	170	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
employee commitment	170	1	5	2.95	1.447	2.092
Transformational leadership	170	1	5	3.05	1.381	1.908
Transactional leadership style	170	1	5	2.99	1.540	2.373
Laissez-Faire leadership style	170	1	5	2.87	1.433	2.054
Empowerment	170	1	5	3.00	1.476	2.178
Communication effectiveness	170	1	5	3.09	1.487	2.211
Valid N (listwise)	170					

Correlations

			employee commitment	Transformational leadership	Transactional leadership style	Laissez-Faire leadership style	Empowerment	Communication effectiveness
Spearman's rho	employee commitment	Correlation Coefficient	1.000	-.113	-.061	-.139	-.065	-.049
		Sig. (2-tailed)	.	.141	.427	.070	.402	.525
		N	170	170	170	170	170	170
	Transformational leadership	Correlation Coefficient	-.113	1.000	.095	.020	.008	.037
		Sig. (2-tailed)	.141	.	.217	.797	.922	.628
		N	170	170	170	170	170	170
	Transactional leadership style	Correlation Coefficient	-.061	.095	1.000	-.102	-.052	-.022
		Sig. (2-tailed)	.427	.217	.	.187	.501	.779
		N	170	170	170	170	170	170
	Laissez-Faire leadership style	Correlation Coefficient	-.139	.020	-.102	1.000	.103	-.136
		Sig. (2-tailed)	.070	.797	.187	.	.183	.077
		N	170	170	170	170	170	170
	Empowerment	Correlation Coefficient	-.065	.008	-.052	.103	1.000	.019
		Sig. (2-tailed)	.402	.922	.501	.183	.	.805
		N	170	170	170	170	170	170
	Communication effectiveness	Correlation Coefficient	-.049	.037	-.022	-.136	.019	1.000
		Sig. (2-tailed)	.525	.628	.779	.077	.805	.
		N	170	170	170	170	170	170

Case Processing Summary

		N	%
Cases	Valid	170	100.0
	Excluded[a]	0	.0

		170	100.0
	Total		

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	N of Items
..785	6

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.