

ORIGINAL

The Impact of Leadership Effectiveness on Employee Commitment and Engagement Within Corporate Workplaces

El impacto de la eficacia del liderazgo en el compromiso y la implicación de los empleados en los entornos laborales corporativos

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ABSTRACT

Introduction: effective Leadership is the foundation of corporate success, influencing attitudes among employees, performance, and engagement. However, many corporate workplaces struggle with disengaged employees and low commitment levels due to ineffective leadership practices. The research investigates the impact of managerial approaches on commitment and involvement of employee in business settings, concentrating on transformative, transactional, and servant leadership, and their impact on affective commitment and behavioral engagement.

Method: data were acquired by using structured surveys from 400 individuals across business organizations in the information technology (IT), financial, and manufacturing sectors. The Hypothesis (H1-H8) was developed, and implemented in IBM SPSS statistic version 26. Data analysis included Pearson correlation, descriptive data, Structural Equation Modelling (SEM) and multiple regression analysis to explore both direct and indirect relationships among variables.

Results: the findings showed transactional leadership (TL) had the most impact on employee commitment (EC) with a path coefficient (0,40) and employee engagement (EE) 0,43. The Servant leadership (SL) and transactional leadership (TSL) with moderate impact with path coefficients in SL (0,22, and 0,19) for EC and EE, in TSL (0,16) for EC, and (0,13) for EE.

Conclusions: the research by SEM reveals that leadership Effectiveness is an important aspect in influencing how employees act, underlining the need to engage in leadership development efforts that enhance compassion, interaction, empowerment, and ethical behavior to increase motivation, commitment, and engagement.

Keywords: Structural Equation Modelling (SEM); Effective Leadership; Organizational Success; Pearson Correlation; Multiple Regression Analysis.

RESUMEN

Introducción: el liderazgo eficaz es la base del éxito empresarial, ya que influye en las actitudes de los empleados, su rendimiento y su compromiso. Sin embargo, muchos entornos laborales corporativos se enfrentan a empleados desmotivados y bajos niveles de compromiso debido a prácticas de liderazgo ineficaces. La investigación analiza el impacto de los enfoques gerenciales en el compromiso y la implicación de los empleados en entornos empresariales, centrándose en el liderazgo transformador, transaccional y de servicio, y su impacto en el compromiso afectivo y el compromiso conductual.

Método: los datos se obtuvieron mediante encuestas estructuradas a 400 personas de organizaciones empresariales de los sectores de la tecnología de la información (TI), financiero y manufacturero. Se desarrolló la hipótesis (H1-H8) y se implementó en IBM SPSS Statistics versión 26. El análisis de datos incluyó la correlación de Pearson, datos descriptivos, el modelo de ecuaciones estructurales (SEM) y el análisis de regresión múltiple para explorar las relaciones directas e indirectas entre las variables.

Resultados: los resultados mostraron que el liderazgo transaccional (LT) era el que más impacto tenía en el compromiso de los empleados (CE) con un coeficiente de ruta (0,40) y en la implicación de los empleados (IE) con 0,43. El liderazgo de servicio (SL) y el liderazgo transaccional (TSL) tuvieron un impacto moderado, con coeficientes de ruta en SL (0,22 y 0,19) para EC y EE, en TSL (0,16) para EC y (0,13) para EE.

Conclusiones: la investigación realizada por SEM revela que la eficacia del liderazgo es un aspecto importante que influye en el comportamiento de los empleados, lo que subraya la necesidad de realizar esfuerzos de desarrollo del liderazgo que mejoren la compasión, la interacción, el empoderamiento y el comportamiento ético para aumentar la motivación, el compromiso y la implicación.

Palabras clave: Modelización de Ecuaciones Estructurales (SEM); Liderazgo Eficaz; Éxito Organizacional; Correlación de Pearson; Análisis de Regresión Múltiple.

INTRODUCTION

Employee engagement (EE) is very important in the business workplace since it affects organizational performance. Leaders can influence employee attitudes, performance, and satisfaction.⁽¹⁾ Certain leadership styles (LS) utilized in business settings (transformational, transactional, servant, etc.) can influence EE, motivation, and productivity. Employees who are engaged are driven by the organization's aims and feeling associated with the organization.⁽²⁾ As a result, leading is a crucial relational component of establishing an environment of engagement, which provides a sense of success for long-term corporate commitment.⁽³⁾ Employee commitment (EC) and EE in behavior are essential indicators of a workforce's dedication and effort for an enterprise. Emotional commitment shows an employee's emotional tie to a firm, while actions indicate the employee's degree of active involvement in the organization.⁽⁴⁾ Leadership and style of leadership influence emotions as well as behavior. Transformational leaders (TL) motivate people to believe in the organization's mission, whereas Servant leaders (SL) contributed employee well-being priority and encourage emotional and behavioral engagement.⁽⁵⁾ Employees who participate take charge and accountability in their jobs and are invested in the success of the firm.⁽⁶⁾ Organizations frequently fail to increase EE owing to weak leadership, imprecise messages, and an inability to encourage employee growth. Transactional leadership (TSL) approaches, which emphasize incentives and punishment, can reduce involvement and create a demoralizing workplace.⁽⁷⁾ Poor leadership styles at service sites could contribute to inequalities in devotion and involvement among teams.⁽⁸⁾ To promote engagement, firms should emphasize leadership training and foster a workplace culture that numbers, empowers, and motivates people to concentrate on the outcome and value of engagement.⁽⁹⁾

Workplace transformation was a major subject in the 21st century owing to technological advancements and global integration.⁽¹⁰⁾ Work engagement was critical for employee wellness and organizational efficiency. The research examined human resource and leadership material alongside presents a paradigm for connecting staff engagement, workplace faith, and managerial ethics. It employed self-determination theory to propose workplace spirituality as a mediator in this interaction. To investigate the link between ethical management and staff involvement in sustainable firms.⁽¹¹⁾ It used the concept of social exchange to analyze the mediated effects on workplace loyalty additionally, overall self-efficacy has a moderating effect. Data representing 212 staff members at public and private companies showed that ethical leadership enhanced organizational confidence and employee engagement. People who had low self-efficacy are more likely to experience this consequence. The Society for Human Resource Management (SHRM) was concerned with employee work engagement and satisfaction, concentrating on elements that influence satisfaction.^(12,13,14,15,16,17,18) A research of 1051 staff members in Poland discovered that improved performance at work, development, and loyalty were linked to higher engagement, which led to more job satisfaction as well as supports for SHRM and practical consequences.

The effects of COVID-19 on career fulfillment among suppliers in the Philippines. The employed an online poll and the Structural Equation Modelling (SEM) approach to forecast staff loyalty, workplace tension, and job exhaustion.^(13,19,20,21,22,23,24,25) The method emphasized the significance Increasing job longevity requires addressing employee dedication, lifestyle habits, workplace stress, and fatigue. To investigate the link between individual principles, organizational results, and Green HRM (GHRM).^(14,26,27,28) Findings showed that physiological factors impacted the relationship among methods of HRM with emotional commitment, indicating that GHRM has a greater impact on work engagement. The interplay between staff engagement, occupational friendship, and citizenship behaviors in the hotel setting, and discovered a substantial association between these factors was discussed.^(15,29,30,31) However, it discovered no substantial connection between a balanced life at work and internal branding. To investigate the influence of workplace spirituality (WPS) on the way staff use systems thinking to better understand the interconnections.⁽¹⁶⁾ The results suggested that WPS improves productivity, motivation, work satisfaction, participation, and decision-making. The research emphasized the need to match individuals' responsibilities with job goals in firms.^(32,33,34)

Research Objective

The present research implies to investigate the influence of leadership styles (LS) both employee commitment (EC) and employee engagement (EE) within organizations. It evaluates the LS on affective commitment and behavioral engagement, thus supporting greater employee motivation, performance, and retention for the organization.

System Overview

The research consists of five phases: phase 2 examines LS in EC and EE in corporate workplaces. Phase 3 assesses leadership effectiveness. Phase 4 presents' key findings and phase 5 concludes the research.

Hypothesis development

Hypothesis development considers the relationships between LS (TL, TSL, and SL) and EC, EE, and employee job satisfaction (EJS). Independent variables are TL, TSL, and SL. Depended and mediate (dash lines) variables are EC, EE, and EJS. Figure 1 shows the conceptual framework of developed hypothesis.

- H1: TL positively affects EC (TL → EC).
- H2: TSL positive effects on EC (TSL → EC).
- H3: SL positively affects EC (SL → EC).
- H4: TL positively affects EE (TL → EE).
- H5: TSL has significantly enhance EE (TSL → EE).
- H6: SL has a positive effect on EE (SL → EE).
- H7: EJS mediates the link among the LS (TL, TSL, and SL) and EC (LS → EJS → EC).
- H8: EJS mediates the relationship between LS and EE (LS → EJS → EE).

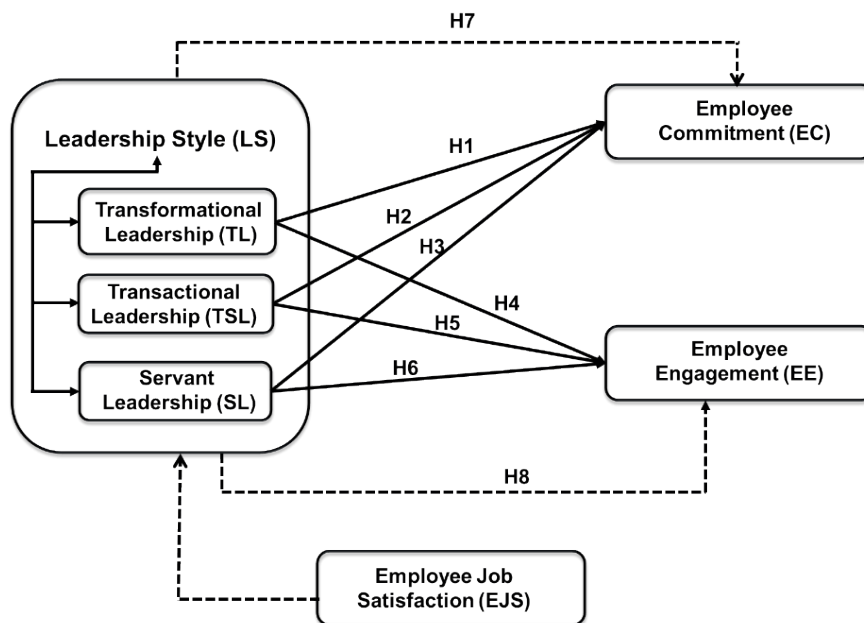


Figure 1. Conceptual Framework of Hypothesis

METHOD

The data collected from 400 participants with help of survey, and data analysis include 4 statistical analysis such as descriptive, Pearson correlation, multiple regression, and SEM these are explained clearly in this section and this overall process are display in figure 2.

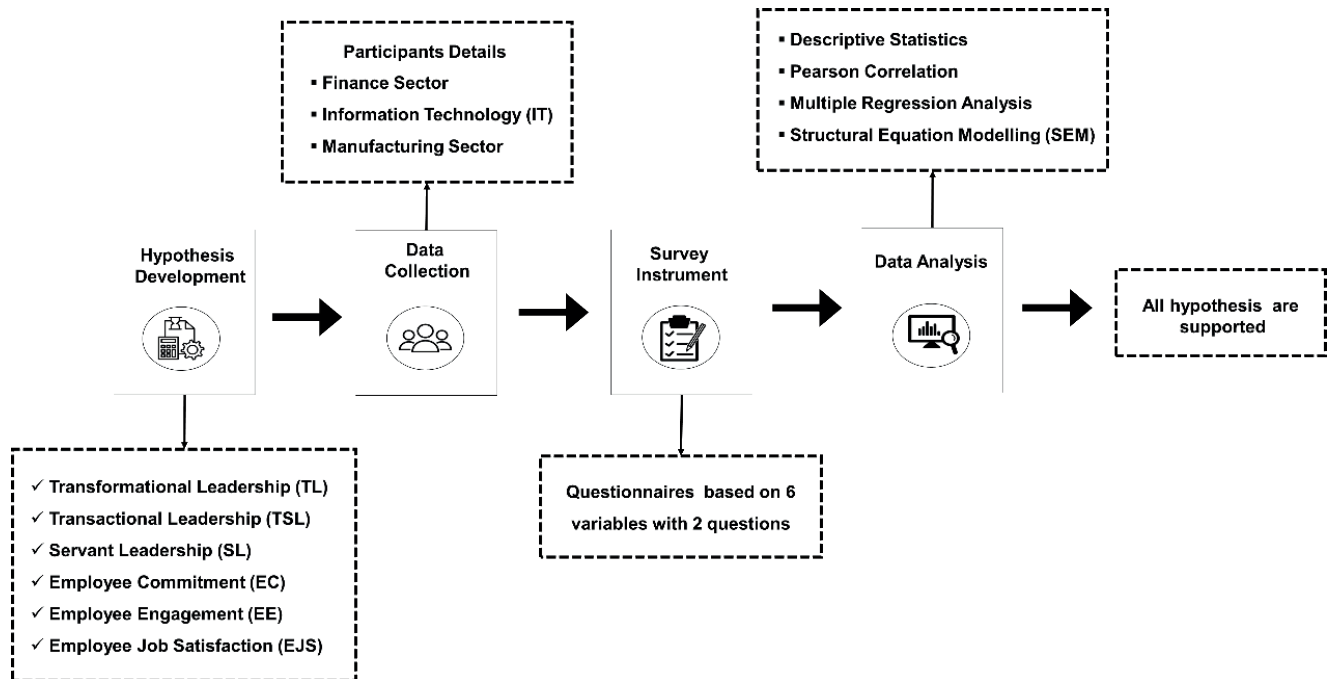


Figure 2. Methodological Framework

Data Collection

The data collection of the 400 employees categorized into 3 sectors finance, IT, and manufacturing sectors based on some demographics variables these variables details are display in table 1.

Demographic Variable	Category	N=400	%
Age	22-30	120	30,0
	31-40	160	40,0
	41-50	80	20,0
	51<	40	10,0
Gender	Men	220	55,0
	Women	180	45,0
Working Experience	< 5 Years	90	22,5
	5-10 Years	150	37,5
	11-15 Years	100	25,0
	More than 15 Years	60	15,0
Monthly Income	< 10 000	70	17,5
	10 000-15 000	160	40,0
	15 000-20 000	110	27,5
	Above 20 000	60	15,0

Research Instrument

The structured questionnaire divided into 6 sections, each section has 2 questions based on the six variables TL, TSL, EC, SL, EJS and EE using a 5-point Likert scale (1: Strongly disagree, 5: Strongly agree). The questions designs are decried below based on variables in sections wise.

- Section1 (TL): this section evaluates employee perceptions of transformational leaders who motivate through Shared vision, intellectual challenge, personalized assessment, and inspirational

motivation for long-term performance and commitment.

- Section 2 (TSL): this section evaluates leadership practices based on reward and punishment, focusing on employee role clarity, compliance use, and exception-based leadership, which often compromises long-term engagement.
- Section 3 (SL): this section explores leadership in service, empathy, and ethical treatment of followers, focusing on leaders' priorities, followers' empowerment, and the foundation of trust through humility and interpersonal support.
- Section 4 (EC): this section explores employee affective commitment, emotional engagement, identity, and participation in the organization, with a focus on loyalty, and belongingness.
- Section 5 (EE): this section evaluates employees' psychological state in dedication and task absorption, assessing motivation, enthusiasm, and focus.
- Section 6 (EJS): this section assesses employee satisfaction with their job, tasks, responsibilities, and work environment, focusing on task satisfaction, professional development opportunities, and work-life balance.

Data Analysis

The statistical methods like descriptive statistics, correlation coefficients, multiple regression, and SEM are used to investigate the effect of LS on EC and EE. IBM SPSS Statistics, version 26, was used to evaluate the findings.

Descriptive statistics give an overview of data, highlighting trends and differences in demographics, LS, staff dedication, and EE in equations (1-2).

$$\hat{Y} = \frac{\sum_{j=1}^m Y_j}{m} \quad (1)$$

$$SD = \sqrt{\frac{\sum_{j=1}^m (Y_j - \hat{Y})^2}{m-1}} \quad (2)$$

Pearson correlation measures the linear relationship between EC and EE with LS, the values ranging from -1 to +1 indicating stronger associations using equation (3).

$$q = \frac{\sum_{j=1}^m (Y_j - \hat{Y})(Y_j - \hat{Y})}{\sqrt{\sum_{j=1}^m (Y_j - \hat{Y})^2 \sum_{j=1}^m (Y_j - \hat{Y})^2}} \quad (3)$$

An analysis of multiple regressions was performed to investigate the relationship between different LS and EC and EE, controlling for other factors using equation (4).

$$X = \beta_0 + \beta_1 Y_1 + \beta_2 Y_2 + \dots + \beta_L Y_L + \epsilon \quad (4)$$

SEM is a statistical approach used to investigate the associations between variables, including LS, EC, and EE, estimating path coefficients in equation (5).

$$X = \gamma Y + \epsilon \quad (5)$$

RESULTS

Table 2. Correlation Coefficients and Descriptive Statistics of Leadership and Employee Factors

Variable	Mean	SD	1	2	3	4	5	6
TL	3,85	0,72	1	-	-	-	-	-
TSL	3,40	0,85	0,52	1	-	-	-	-
SL	3,70	0,68	0,60	0,45	1	-	-	-
EC	3,90	0,75	0,65	0,48	0,62	1	-	-
EE	3,80	0,70	0,67	0,43	0,59	0,70	1	-
EJS	3,75	0,72	0,68	0,44	0,61	0,65	0,66	1

This section involves the findings of the statistical analysis for the enhanced EC and EE in the organizations means, the standard deviation (SD), and Pearson's correlation coefficients for all variables are displayed in

table 2. TL had a mean (3,85), EC (3,90), and EE (3,80). All LS, (TL, TSL, and SL) had significant positive associations with EC, EG, and EJS, with TL having the strongest relationships indicating the primary role of LS in positive employee outcomes.

Table 3 describes the findings of three LS related multiple regressions. TL had the largest positive association on both EC (Beta Coefficient (B) = 0,42, $p < 0,001$) and EE (B = 0,45, $p < 0,001$). The EC model explained 56 % of the variance in the model ($R^2 = 0,56$, F-statistic (F) (5,394) = 99,57, $p < 0,001$), and the EE model at 52 %. ($R^2 = 0,52$, F (5,394) = 85,20, $p < 0,001$).

Leadership Style	Dependent Variables					
	EC			EE		
	B	(t-statistic) t	p-value (p)	B	t	p
TL	0,42	7,56	<0,001	0,45	8,21	<0,001
TSL	0,18	3,25	<0,001	0,12	2,10	0,01
SL	0,25	4,32	<0,001	0,20	3,50	<0,001

Table 4 summarizes the path coefficients or standardized estimate (B) from LS to employee outcomes. TL has the greatest impact on EC (0,40) and EE (0,43) with a path coefficient. The SL and TSL with moderate impact with path coefficients (0,22) for EC and (0,19) for EE, (0,16) for EC, and (0,13) for EE. All paths were significant at $p < 0,01$.

Path	Standardized Estimate (B)	Standard error (SE)	Critical Ratio (CR)	p-value
TL → EC	0,40	0,05	8,00	<0,001
TSL → EC	0,16	0,06	2,67	<0,001
SL → EC	0,22	0,05	4,40	<0,001
TL → EE	0,43	0,04	10,75	<0,001
TSL → EE	0,13	0,05	2,60	<0,001
SL → EE	0,19	0,05	3,80	<0,001
LS → EJS → EC	0,30	0,04	7,50	<0,001
LS → EJS → EE	0,28	0,04	7,00	<0,001

The mediating role of EC in the interaction between flexible work arrangements (FWAs) and employee behavior in Serbia.⁽¹⁷⁾ It was discovered that FWAs promoted employee happiness, loyalty, and motivation, resulting in greater efficiency and organizational sustainability. To discuss the link between supportive management and job engagement, with an emphasis on employee well-being. The management discovered that compassionate actions enhanced employee well-being, resulting in better engagement.⁽¹⁸⁾ The method included 225 Spanish workers and expanded on the job demands-resources paradigm by proving that compassionate leadership could help to create a socially sustainable workplace. To address these issues, the research used larger samples of 400 individuals from finance, IT, and manufacturing, and used more objective quantitative techniques like verified Likert-scale surveys. These measures provide objective measurements for assessing leadership effectiveness and its impact on EC and EE across an organization's domain.

CONCLUSIONS

The survey data was obtained from a total of 400 employees from finance, IT, and manufacturing. A survey was used to measure TL, TSL, and SL as well as EC, EE, and EJS using a 5-point Likert scale. Key variables were identified to represent LS behaviors and employee-based outcomes. Hypothesis (H1-H8) developed and all the hypotheses were supported. Descriptive statistics, Pearson correlation, multiple regression, and SEM were used to estimate covariance and mediation. The findings showed TL had the most impact on EC with a path coefficient (0,40) and EE 0,43. The SL and TSL with moderate impact with path coefficients in SL (0,22, and 0,19) for EC and EE, in TSL (0,16) for EC, and (0,13) for EE. The data obtained was cross-sectional, which restricts the ability to form causal inferences. The recollections that participants have related to their leadership, acquired through self-report are subjective and can be impacted by bias in recall or personal biases. Future research should consider longitudinal data collection to gain a better perspective of dynamic leadership in the

process over a time continuum, potentially with qualitative approaches to enhance the findings. It could also be improved by increasing the sample to include a greater variation of industries and cultures that strengthen the generalizability of the findings.

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CONFLICT OF INTEREST

Authors declare that there is no conflict of interest.

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