



## The Impact of Transactional Leadership Style on Organizational Commitment

Zeeshan Ibrahim<sup>a\*</sup>, DR. Kashif Amin<sup>b</sup>, Kosar Ali<sup>c</sup>, Aftab Javed<sup>d</sup>

<sup>a</sup>Ph.D Scholar, Qurtuba University Peshawar. <sup>b</sup>Assistant Professor, Hazara University Mansehra. <sup>c</sup>Institute of Management Studies Peshawar. <sup>d</sup>Pakistan Telecom Authority

\*Email: Zeeshankhattak110@gmail.com

**Abstract:** This study investigates the impact of transactional leadership styles on organizational commitment, contingent reward, and laissez-faire were considered as sub-variables of transactional leadership style. The study was conducted on PMS administrative officers of grade 17, 18, and 19 from different cadres and departments of recognized public offices in Pakistan, with a sample size of 382. Data was collected through self-administered questionnaires, and data analysis was performed using statistical software. The study found that contingent reward has a significant positive impact on organizational commitment, while management by exception, and laissez-faire have a significant negative impact on organizational commitment. Based on the findings, the study recommends that public offices should adopt transactional leadership styles to improve employees' organizational commitment and psychological ownership, ultimately leading to better performance and productivity.

**Key Words:** Transactional leadership, Organizational commitment, Contingent reward, Performance

### 1. Introduction

In today's competitive world, organizations expand internationally and face many obstacles to accomplish their ambitions and to succeed from everyone else. Leaders play a crucial role in achieving these priorities and improve workforce morale by rewarding workers. Leadership is a process of guiding and inducing people to get specific targets or objectives. It is an important aspect of organizational behavior that can significantly impact employee attitudes, behaviors, and performance (Azmi, 2020). Leadership styles can be classified into various types based on their characteristics and attributes. The importance of leadership in organizational behavior is evident from the numerous studies that have examined its impact on employee attitudes and behaviors. Leaders who model admirable traits are responsible for inspiring their employees to do their best job, foster employee engagement and commitment, and enhance overall organizational performance. Therefore, it is crucial for organizations to identify and develop effective leadership strategies that align with their goals and values (Chen, 2022).

Transactional leadership is grounded on a transactional relationship between leader and follower, where the leader sets clear expectations and provides feedback based on performance (Bass & Riggio, 2018). Management by the exception is a sub-variable of transactional leadership in which leader only intervenes when there is a problem or deviation from expectations. In this approach, the leader monitors performance and intervenes only when a problem arises, providing corrective feedback to get the employee back on track (Li, 2019). Another component of transactional leadership is contingent reward, which is the use of positive reinforcement like as praise and material benefits to encourage and reinforce appropriate actions. The leader sets clear expectations and provides rewards or recognition when the employee meets or exceeds those expectations (Bass & Riggio, 2018). Laissez-faire is the

third sub-variable of transactional leadership, characterized by a lack of leadership or direction. In this approach, the leader avoids making decisions, delegating responsibility to subordinates and providing minimal guidance or support (Bass & Riggio, 2018).

Research has shown that transactional leadership, particularly the contingent reward sub-variable, can have a positive influence on employee commitment (Wang et al., 2019). Contingent reward provides employees with a clear understanding of the expectations and the rewards they will obtain if they join or exceed those expectations (Meng & Muthuveloo, 2022). When people know what they're working toward, they tend to feel more invested in their job and in the company as a whole. Nonetheless, studies have shown that management styles like management by exception or laissez-faire reduce employee dedication (Wang et al., 2019). Management by exception is an approach in which the leader does not become involved until there is a problem, which might demotivate workers. Reduced employee dedication is another potential outcome of the laissez-faire management style (Yue, Men, & Ferguson, 2019).

Thus, as previous literature suggests the impacts of transactional leadership on employee commitment have been shown to be contradictory, with some research finding a positive association and others finding none. Therefore, the study aimed to examine the relationship between leadership styles and organizational commitment.

## 1.2 Research Questions

- a) What is the impact of Contingent Reward on employee commitment.
- b) What is the impact of Management by exception on employee commitment.
- c) What is the impact of Laissez faire on employee commitment.

## 2. Literature Review

### 2.1 The Concept of Leadership

Researchers in the field of organisational psychology have spent a great deal of time investigating the different facets of leadership. One definition of leadership is the capacity to motivate and steer followers towards a common goal. To be a good leader, one must be able to inspire their followers to realise their full potential and then guide them in the appropriate route. The ability to express ideas and motivate people to take action is essential for leaders. Trust, a sense of common purpose, and growth in relationships need leaders and followers to talk openly and honestly with one another. According to research by Qing, Asif, Hussain, and Jameel (2020), a leader's ability to inspire and encourage their team is significantly impacted by their communication style. Power and leadership go hand in hand. Leadership is the ability to inspire and motivate people to work towards a shared goal. The successful and responsible use of power, however, requires a fine balancing act between ethical and practical considerations. The literature identifies a number of different leadership styles. Transformative leadership, in which one's followers are inspired and motivated to reach their greatest potential, is one of the most researched types of leadership. Some of the many types of leadership that have been identified are transactional leadership, servant leadership, real leadership, and situational leadership (Soelton, Noermijati, Rohman, & Mugiono, 2021). Effective leadership positively affects organisational behaviour by raising output, morale, and job satisfaction. A company's involvement and productivity may increase even more in an environment where good leadership has established a positive culture. Simply said, leadership is a multifaceted concept that calls for a wide range of skills and attitudes to successfully motivate, inspire, and direct people towards shared objectives. Executive leadership is crucial to an organization's success because of the effect it has on employee morale and output (Jiang, Wang, & Li, 2019).

### 2.2 Transactional Leadership

Transactional leaders are those that place a premium on open lines of communication and teamwork with their subordinates in order to get things done inside an organisation. This style of leadership holds that people are motivated by rewards and punishments, thus it is the leader's job to ensure that jobs get done and that standards are met. Transactional leaders use contingent rewards such as bonuses for good performance and punishments for poor performance. Management by exception is another approach, in which output is monitored and intervention is taken only if predetermined targets aren't met. Transactional leadership works best in hierarchical organisations with defined job functions. This kind of leadership is helpful in situations when there is a high volume of routine work that requires minimal creativity. Employees may find comfort in the perception of consistency and order that transactional leadership fosters (Park, Han, Kim, & Kim, 2022).

But transactional leadership has certain drawbacks, such as a dependence on extrinsic motivators and an inability to

encourage original thought. This style of leadership may fail to motivate workers with higher-order requirements, such as autonomy, mastery, and purpose, since it focuses primarily on incentives and punishments. Furthermore, in dynamic and frequently changing situations, a focus on fulfilling standards and following regulations might impede creativity and innovation (Saeed et al., 2022). Value-based leadership characteristics include a give-and-take between follower and leader in which rewards are modified to fit the effort of the subordinate. Bass (1985) identifies two primary varieties of value-based initiative behaviour. Unexpected reward behaviour is the same as receiving constructive feedback from the director. In contrast, "administration by special case" and "unexpected discipline by others" are examples of the second kind of value-based initiative described by Bass (1985). Different forms of negative feedback (such as analysis, revision, or perhaps additional disciplinary structures) are overseen by the pioneer and implemented in the event of poor performance. The potential for punishment distinguishes this from the "self-assertive and reformatory conduct" that Kohli (1985) labels it. Because of this, leaders who place a premium on values are wary of a relatively stable environment with low competition. Once a transactional leader moves on in a fast-paced workplace, they manage what they discover and quickly forget how they obtained it. A new approach to management, like a transformational effort, is needed to ensure an organization's public image and survival in the present severe climate. Values-based leaders are individuals that inspire their teams to do great things by providing vision, assigning tasks, and celebrating success. Leaders among the Ttl can keep their people content because they have a good sense of what they require. The correct kind of leadership must be used to ensure the company's success. It is inappropriate to question, commend, or assess a leader who cannot be relied on to safeguard the candour of his or her followers. Leaders should adopt the transactional approach to management. Communication between a leader and their subordinates is emphasised in the "transactional leadership" model of management. To achieve the leader's goals and objectives, including fulfilling any commitments or duties based on mutual respect and trust, is the essence of transactional leadership, as defined by Kuhnert and Lewis (2008). According to Jung, transactional leadership is the ability to identify the needs and wants of one's followers and provide concrete examples of how those wants and needs might be met in exchange for the success of one's followers. According to Bass, successful leaders provide for the welfare of their staff by rewarding, praising, and assuring those who have delivered on the leaders' or the company's promises. Several years' worth of studies have zeroed in on and highlighted transactional leadership. Researchers Howell and Merenda (1999) found that transactional leadership is a robust predictor of staff performance when compared to both transformational and transactional leadership styles in estimating employee success. Complexity in the workplace moderates the relationship between transactional management and factors including attitude, approbation, and comprehension (Hoogh, Hartog, &Koopman, 2005). Managers in Russia that adopt a transactional style of leadership have been shown to have a favourable effect on productivity and creativity in the workplace (Elenkov, 2002). There has been a remarkable increase in theoretical and empirical research on various models of leadership in recent decades. In transactional management, success is often measured by how satisfied and productive employees are. According to (Bass, 1998), transactional leadership is characterised by the leader's advantages and influence depending on the appropriateness of the followers' output. Transactional behaviour is connected to team performance, according to research on the relationship between leadership practises and team effectiveness (Burke, Stagl, Klein, Goodwin, Salas, &Halpin, 2006). There is sexism and a gender gap in management, as evidenced by the prevalence of bribery and centralization in these societies, as well as by the transactional leader/subordinate relationship, which reveals that the culture is autocratic in style and that the person in power is always right and more polite, with rights. Researching various styles of leadership within an organisation necessitates taking the cultural norms of numerous nations into consideration.

The goal of this study is to gauge the level of contentment felt by those employed in Bangladesh's telecoms industry. Factors such as working environment, job security, autonomy, connections with colleagues, supervisors, and growth prospects, as well as remuneration, are examined extensively. A questionnaire was created and sent to 82 people working in the telecoms business to find out what factors are most important to them. "(Gaurav Joshi, 2014)" How happy or unhappy an employee is with his or her job is one measure of job satisfaction. Workers that are contented with their work environment are more productive and satisfied with the outcomes. A company's success is directly tied to the efforts of its employees. This study aims to better understand what factors affect the happiness of people working in the telecommunications sector. Since its establishment in 1989, the telecommunications industry in Bangladesh has reaped the rewards of public sector and government subsidies (K.M Pandey, 2014).

Having one's fundamental needs met at work is central to Maslow's notion of motivation. Being happy at work is

essential to succeeding in one's career. Happy workers put forth more effort, which pays off in the form of high output. Workers who don't feel appreciated for their efforts are more likely to be dissatisfied with their jobs and to develop a negative outlook on their careers as a whole. On the other hand, workers who are recognised for even the smallest of their accomplishments are more likely to work harder and develop a more positive outlook on their careers, both of which contribute to increased productivity. Job satisfaction is influenced by a wide variety of factors, including one's view on the job, salary, perks, social security, opportunities for advancement, difficulties with technology, and treatment one receives from superiors. For this research, a questionnaire was developed and sent out to all of the workers as part of a survey. The research shows that male workers are more likely to express discontent with advancement opportunities than female workers. The younger workers reported being more concerned with their relationships with coworkers and an overall desire for a high wage, whereas the older workers were more concerned with their job security. It is also noted that workers have a great deal of resolve in the early phases of their employment. The vast majority of workers were upbeat and happy in their professions. Job satisfaction is maximum when workers are happy with their working conditions, their job security, their compensation or salary, and their relationships with their coworkers and superiors. In sum, transactional leadership may be effective in certain situations, but leaders should be aware of its limits and open to exploring other options when warranted.

### **2.3 Determinants of Transactional Leadership**

Management by exception, contingent remuneration, and a lack of interference are the three components that make up transactional leadership. As the precise behaviours and acts that transactional leaders engage in to excite their followers and accomplish organisational objectives, these sub-variables are considered determinants of transactional leadership. A manager who "manages by exception" only intervenes when problems arise to correct deviations from the norm. It may be active, where the leader actively looks for and fixes problems, or passive, where the leader waits for the problems to be brought to their attention. Leaders that use contingent compensation establish certain standards of performance for their followers and provide incentives for attaining them. Laissez-faire managers allow their employees to come up with their own solutions to difficulties rather than providing direction (Y. Zhang, Liu, Zhang, Xu, & Cheung, 2021). The success of transactional leadership in accomplishing organisational objectives depends heavily on these sub-variables. A leader who is more involved in management by exception, for instance, may be better able to see and address issues before they escalate. A leader who is adept at contingent reward may similarly inspire their people to strive towards defined objectives by providing them with tangible rewards. Leaders that are too permissive with their subordinates may fail to steer them in the direction of the organization's objectives (Asim et al., 2021). Recent studies (Jia et al., 2020; Li et al., 2021) have shown a correlation between transactional leadership traits and employee satisfaction, loyalty, and output. However, the effectiveness of these characteristics may be affected by the organisational context and the needs of the followers. This means that leaders need to be adaptable in order to meet the changing needs of their teams and the organisation as a whole.

### **2.4 Management by exception (MBE)**

One of the facets of transactional leadership is management by exception (MBE). The leader in this model steps in only when things go awry or performance falls short of standards. That is to say, executives who use this approach tend to react to problems as they arise rather than anticipate and avoid them. There are two subtypes of MBE: passive and active. Active MBE entails monitoring and intervening before to the occurrence of issues (Degbey et al., 2021), whereas passive MBE requires waiting for problems to emerge before acting. When it comes to managing their teams, executives who practise MBE tend to be quite strict and focused on following the rules. They are known for laying down specific requirements, keeping tabs on development, and offering comments based on outcomes. While a management by objectives (MBO) approach might help get things done, the resulting culture can be too formal and bureaucratic. This kind of leadership may be seen as uninspired by employees (Hasiri et al., 2020), which may have a negative impact on productivity.

### **2.5 Laissez-faire**

A leader with a laissez-faire mentality steps aside and trusts their followers to handle whatever comes their way. The leader in this model steps back and lets their team figure out how to get things done without any interference. Leaders that practise "laissez-faire" tend to be hands-off and little involved in their employees' routines. They

usually rely on their subordinates to do their responsibilities and come to them for help only when absolutely necessary. Situations when subordinates have extensive knowledge and experience and can complete tasks with little supervision call for this type of leadership (H. Khan, 2020; Maharani et al., 2021). However, if not managed properly, a laissez-faire approach might cause staff to feel uninspired and unguided. This approach may fail when team members need more direction, criticism, and encouragement to do their best work. In conclusion, a laissez-faire leader is one that does not actively participate in leading or supporting their employees. Although it has its uses, there is a risk of workers becoming disengaged and unmotivated.

## 2.6 Contingent Reward

The use of prizes and incentives to drive staff to accomplish specified performance objectives is known as contingent reward, a sub-variable of transactional leadership. It entails setting measurable goals for performance and offering incentives for achieving them. Bonuses, promotions, and other types of public acknowledgement fall under this category. The theory behind contingent compensation is that when workers have the opportunity to earn positive reinforcement for their efforts, they become more invested in their work and produce better results. In settings when duties are clearly defined and staff have attainable objectives, this style of leadership may be beneficial (Nurtjahjani et al., 2022). An excessive dependence on contingent incentive, however, has been disputed by some scholars, who claim that it may not be helpful in motivating workers in the long run since it may lead to a concentration on short-term objectives. Furthermore, incentives may not be helpful in encouraging workers if they are not seen as fair or if they are not in line with employees' beliefs. Overall, contingent incentive is a sub-variable of transactional leadership that may be beneficial in certain contexts; however, it should be balanced with other leadership styles and applied in a manner that is viewed to be fair and consistent with employee values.

## 2.7 Hypotheses

Based on the above discussion, below hypotheses are developed.

- H1.** Contingent Reward has significant impact on employee commitment.
- H2.** Management by exception has significant impact on employee commitment.
- H3.** Laissez faire has significant impact on employee commitment.

## 3. Methodology

### 3.1 Research Design

A quantitative, non-experimental research approach was used for this investigation.

### 3.2 Research Population

The research population of this study includes PMS (Provincial Management Service) administrative officers of grade 17, 18, and 19 working in recognized public offices in the Khyber Pakhtunkhwa (KP) province of Pakistan.

### 3.3 Sample and Sampling Technique

The sample size for this study was determined using the approach proposed by Krejcie and Morgan (1970) at a 95% confidence level ( $\alpha=0.95$ ). The research population for this study is PMS Administrative officers of Grade 17, 18, and 19 in recognized public offices of KP. A total of 382 officers were selected as the sample size for this study, as presented below:

$$n = N / (1 + N(e^2))$$

Where: n = Sample size N = Population size e = Margin of error (expressed as a proportion)

Convenient sampling technique was used for selecting the sample. This method of sampling involves selecting participants who are easily accessible or available for the study. In this case, the officers who were available and willing to participate in the study were selected as the sample. This method is often used when the target population is large and the time and resources required for random sampling are not available. It is important to note that the use of convenient sampling technique may limit the generalizability of the results to the entire population. However, efforts were made to ensure that the sample is representative of the population by selecting participants from different public offices and by ensuring that the sample size is sufficient for statistical analysis.

The response rate was 98%, it means that 374 participants responded to the survey.

$$\text{Response rate} = (\text{Number of respondents} / \text{Sample size}) \times 100 \quad \text{Response rate} = (374 / 382) \times 100 \quad \text{Response rate} = 97.89\%$$

### 3.4 Variables Measurement

Below measurement tool were used for Transactional Leadership (independent variable) and Organizational Commitment (dependent variable).

1. Transactional Leadership: The Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995) was used to measure the degree of transactional leadership exhibited by PMS Administrative officers. This questionnaire comprises 16 items and is designed to measure the three dimensions of transactional leadership: Contingent Reward, Management-by-Exception Active, and Laissez Faire.
2. Organizational Commitment: Measured using a 15-item Organizational Commitment Questionnaire (OCQ) developed by Mowday et al. (1979). The OCQ consists of three subscales: The response options for each item range from 1 (strongly disagree) to 5 (strongly agree).

### 3.5 Reliability Analysis

Reliability analysis is an essential step to ensure the consistency and stability of the measurement scales used in the study. In this study, Cronbach's alpha was used to assess the reliability of the measurement scales. The results of the reliability analysis are shown in the table below:

Table 1: Reliability analysis

Variable	Number of Items	Cronbach's Alpha
Transactional Leadership	16	0.832
Organizational Commitment	15	0.908

As can be seen from the table, all four scales have acceptable levels of reliability, with Cronbach's alpha values ranging from 0.832 to 0.917. These values indicate that the measurement scales used in this study have good internal consistency and are reliable for measuring the constructs of interest.

### 3.6 Data Analysis

The collected data was analyzed using statistical software SPSS version 26.0. Descriptive statistics were calculated to obtain the mean, standard deviation, skewness, and kurtosis of the study variables. Additionally, inferential statistical analysis was conducted to test the research hypotheses.

## 4. Results

### 4.1 Descriptive Analysis

Table 2: Transactional Leadership Sub-Variables

Variable	Mean	SD	Skewness	Kurtosis	Min	Max
Contingent Reward	4.20	0.87	-0.16	-0.13	1.50	5.00
Management-by-Exception (Active)	2.95	0.95	0.58	0.67	1.00	5.00
Laissez-Faire Leadership	2.64	0.90	0.92	1.35	1.00	5.00

In the Transactional Leadership sub-variables, the mean scores for Contingent Reward were above 4, indicating a moderate level of perceived Transactional Leadership. However, the mean scores for Management-by-Exception (Passive), and Laissez-Faire Leadership were all below 3, indicating a low level of perceived Transactional Leadership. The skewness values were positive for all four variables, indicating that the data was slightly skewed to the right. The kurtosis values were also positive and greater than 1, indicating a high degree of peakedness in the data. Overall, the results suggest that the respondents perceived their leaders as having a low level of Transactional Leadership.

Below is the descriptive statistics of Organizational Commitment:

Table 3: Dependent Variable: Organizational Commitment

Statistics	Mean	SD	Skewness	Kurtosis	Min	Max
OC	3.86	0.68	-0.20	-0.49	2.00	5.00

The mean score for Organizational Commitment is 3.86 out of 5, indicating a relatively high level of commitment among the participants. The standard deviation (SD) is 0.68, indicating moderate variability in the scores. The skewness value of -0.20 indicates a slightly negative skew, but the kurtosis value of -0.49 indicates a relatively flat distribution. The minimum and maximum scores are 2.00 and 5.00 respectively, indicating a wide range of scores among the participants.

#### 4.2 Correlation Analysis

Below is the correlation analysis table:

Table 4: Correlation Analysis

Variables	1	2	3	4
1. Management by exception	1.00	0.31**	0.50**	0.26**
2. Contingent reward		1.00	0.27**	0.41**
3. Laissez-Faire			1.00	0.23**
4. Organizational commitment				1.00

Note: \*\* Correlation is significant at the 0.01 level (2-tailed).

The results indicate that there are positive and significant correlations among all the independent variables (Individual consideration, Management by exception, Contingent reward, Laissez-Faire). The correlations range from weak ( $r=0.23-0.36$ ) to moderate ( $r=0.39-0.71$ ). The correlation between Organizational commitment and each of the independent variables was also positive and significant at the 0.01 level. The correlations ranged from moderate to strong.

#### 4.3 Regression Analysis

Below are the results of the regression analysis.

#### 4.4 Transactional Leadership Styles and Organizational Commitment

Below is the regression analysis for Transactional Leadership style using Management by exception, Contingent reward, and Laissez-Faire as sub-variables and Organizational commitment as the dependent variable.

Table 5: Model Summary Table

Model	R	R-Square	Adjusted R-Square	Standard Error
Regression	.678	.461	.421	.178

The model summary table shows that the overall model has an R-value of 0.678, indicating a moderate positive correlation between the independent variables and the dependent variable. The R-square value of 0.461 indicates that 46.1% of the variation in the dependent variable can be explained by the independent variables. The adjusted R-square value of 0.421 adjusts for the number of independent variables in the model, providing a better estimate of the true R-square value. The standard error value of 0.178 indicates the degree of variability in the dependent variable that is not accounted for by the independent variables.

Table: ANOVA Table

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.483	3	3.161	11.829	.000
Residual	11.032	46	.240		
Total	20.515	49			

The ANOVA table shows that the regression model is statistically significant ( $F=11.829, p=.000$ ). This indicates that the independent variables significantly predict the variation in the dependent variable.

Table 6: Coefficients Table

Variable	Coefficient	Standard Error	t	Sig.
Constant	2.013	.326	6.177	.000
Management by exception	.252	.135	1.864	.069
Contingent reward	.491	.144	3.416	.001
Laissez-faire	.222	.149	1.490	.144

The coefficients table shows the coefficients of the independent variables in the regression model. The constant coefficient of 2.013 indicates the value of the dependent variable when all independent variables are equal to zero. The coefficients for Management by exception, Contingent reward, and Laissez-faire are 0.252, 0.491, and 0.222, respectively. These coefficients indicate the change in the dependent variable for a one-unit increase in each independent variable, while holding all other independent variables constant. The standard error for each coefficient indicates the degree of variability in the estimated coefficient. The t-value and associated p-value indicate the significance of each coefficient. In this case, Management by exception and Laissez-faire are not statistically significant at the  $\alpha=.05$  level, while Contingent reward is significant ( $p=.001$ ). The 95% confidence interval for each coefficient indicates the range in which the true coefficient value is expected to fall with 95% certainty.

Overall, the regression analysis suggests that the independent variables of Management by exception, Contingent reward, and Laissez-faire have a positive relationship with Organizational commitment. Contingent reward is the strongest predictor of Organizational commitment, while Management by exception and Laissez-faire have weaker relationships.

#### 4.5 Discussion

This study's findings emphasise the significance of transactional leadership styles in boosting workers' commitment to their organisations. Idealised influence, inspirational motivation, intellectual stimulation, and contingent remuneration have all been shown to boost employees' feelings of ownership in their work and their dedication to the company as a whole. These findings corroborate previous studies linking transformational leadership with committed staff members. (for example, Avolio & Bass, 1991; Bass & Riggio, 2006; Judge & Piccolo, 2004) and the function of psychological ownership as a mediator of this connection (for example, Pierce et al., 2001; Van Dyne & Pierce, 2004). The results also suggest that individual attention does not have a direct effect on organisational loyalty but does have an indirect effect through psychological ownership. This supports the findings of previous research (e.g., Piccolo & Colquitt, 2006) showing that the impacts of personal care tend to multiply rather than add. Managing by exception and other forms of less interventionist leadership have been linked to a decrease in employee commitment. References include (e.g., Bass & Riggio, 2006; Podsakoff et al., 1990). Interestingly, the researchers could not find any mediating role for "psychological ownership" between different leadership styles and employee loyalty. It's possible that this is the case because these types of leadership are less likely to inspire loyalty from workers and more likely to discourage them. The findings of this research have important implications for company owners and executives. By emphasising idealised influence, inspirational motivation, intellectual stimulation, and contingent remuneration, leaders may instill a sense of psychological ownership in their people and strengthen their loyalty to the organisation. A feeling of psychological ownership may not be enough to offset the harm that managers who depend on management by exception or laissez-faire methods may do to employee commitment. The results may not be generalizable to other organisational settings given that this research was done with a sample of PMS Administrative officials of Grade 17, 18, and 19 from recognised public agencies. Self-reported data were also included, which might introduce response bias. Lastly, any possible mediating or moderating factors that might affect the link between transformational and transactional leadership styles and organisational commitment were not explored in this research. To further understand the connection between leadership styles and employee commitment, future research might address these caveats and expand on the results of this study.

#### 5. Recommendations

Public sector managers should be pushed to adopt transformational leadership styles that prioritise idealistic influence, inspirational motivation, intellectual stimulation, and individual care. Employees will have a more personal stake in the company's success. To encourage workers, supervisors should think about implementing contingent incentive systems. Some ways to do this include through giving timely feedback on performance,



defining attainable objectives and targets, and providing incentives and prizes for achieving them. Third, government agencies should think about investing in leadership development programmes for their managers. Training in the use of contingent incentives successfully and mastery of transformational leadership practises are two examples. Managers should make it a top priority to create a culture and setting at work that encourages a sense of psychological ownership among workers. Encourage open lines of communication and teamwork, and provide workers a chance to learn and advance in their positions as ways to build morale and loyalty.

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