

# The Effect of Leadership Styles on Organizational Commitment in Than Lwin Shwe Company

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## ABSTRACT

The study aimed to determine the leadership styles employed at Than Lwin Shwe Company and to examine the impact of these leadership styles on organizational commitment. This study encompassed three leadership styles: transformative, transactional, and laissez-faire. Organizational commitment encompasses affective, continuance, and normative dimensions. This study employed a descriptive technique and multiple regression analysis. Primary data were gathered from all employees across eight designated departments.

Employees perceive that leaders are more predisposed to transformational leadership approaches, and affective commitment is more prevalent. The regression results unequivocally demonstrated that transformational leadership style has a significant positive effect on affective commitment, transactional leadership style has a significant positive effect on normative commitment, and laissez-faire leadership style has a significant positive effect on continuance commitment. Both transformational and transactional leadership styles have a significant and positive impact on overall organizational commitment. To achieve employee organizational commitment and enhance job performance, leaders must implement the suitable leadership style.

**Keywords:** Leadership Style, Organizational Commitment, Transformational, Leadership, Transactional, Leadership, Laissez-faire, Job Performance.

## INTRODUCTION

The leader of the 21st century must possess heightened awareness of various elements and acquire new competences, attributes that facilitate success and enable them to make pertinent, accurate, and timely decisions in driving change and managing subordinates. Hudurzue (2015) proposed that an effective leadership style can enhance the development of an organization's members.

Meyer and Maltin (2010) shown that personnel exhibiting more organizational commitment are more loyal, productive, and accountable. They also indicated that organizational involvement may effectively forecast employee performance and income. Organizational commitment is regarded as one of the most dependable and enduring indicators of employee absenteeism, turnover, productivity, efficiency, and job satisfaction (Becker, 1960). Robbins and Coulter (2012) characterized leadership as the process of influencing a group to attain objectives, while defining a leader as an individual capable of influencing others and possessing leadership competencies. The contemporary business climate necessitates the dissemination of leadership and leadership qualities across the firm. Leadership is a crucial prerequisite when individuals unite as teams to achieve specified objectives.

Leadership styles can be categorized into three types: transactional, transformational, and laissez-faire. The styles are identified by the impact of supervisors on their subordinates.

Transactional leaders delineate expectations, exchange assurances and resources, establish general agreements, negotiate assets, trade support for effort, and offer acknowledgment for good performance (Jones & Rudd, 2008). Transactional leadership encompasses two distinct traits. They consist of 1) conditional rewards and 2) management by exception.

Transformational leadership is defined as inspiring employees by appealing to elevated standards and values (Burns, 1978). Transformational leadership fosters autonomy and challenges in the workplace to enhance employee job satisfaction. The four components of transformative leadership are: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration.

In contrast to transactional and transformative leadership, laissez-faire represents a passive leadership style. The Laissez-Faire leadership style denotes a leader who empowers their subordinates. The leader typically grants followers or colleagues entire autonomy to make decisions or fulfill tasks they see appropriate. Kleinman (2004)

indicates that laissez-faire leaders exhibit minimal involvement and refrain from engaging in crucial decisionmaking processes.

Meyer and Allen (1997) delineated three components of organizational commitment: affective, continuance, and normative commitment.

Affective commitment refers to an individual's inclination to remain employed within an organization due to the alignment of the work with their personal motivations. Ongoing Commitment: This dimension pertains mostly to the risks and expenses associated with departing from a business. This dimension assesses the demands of employees inside a company.

Normative commitment: This dimension indicates the extent of dedication an individual ought to possess within the company. They perceive it as a duty to maintain loyalty to their organization when the organization acts favorably towards them (Gellatly et al., 2006).

This research was formulated and executed to investigate the impact of leadership styles on employee organizational engagement at Than Lwin Shwe Company.

## LITERATURE REVIEW

### The Concept of Leadership

Leadership is a multifaceted social process grounded in the beliefs, skills, knowledge, and mindsets of both leaders and followers. The essence is in the continuous act of establishing and sustaining a relationship between leaders and followers (Hersey et al., 2007). James and Collins (2008) and Leavy and Mckiernan (2009) discovered that organizations necessitate flexibility in resource utilization and the encouragement of continuous learning due to persistent alterations in the external environment, including technological, economic, competitive, social, political, and legal conditions, as well as changes in the internal environment. Consequently, leaders are anticipated to make appropriate decisions in addition to fostering the generation of new ideas and expertise within firms to adapt to changes. The subsequent sections examine leadership styles categorized as transactional, transformational, and laissez-faire.

### Leadership Styles

#### Transformational Leadership

Transformational Leadership is founded on the principles of inspiration and stimulation. A leader who adopts this style is more inspiring, engaging, supportive, and beneficial. A transformational leader unites employees to attain shared objectives and inspires them via recognition, teamwork, and personalized attention (Masood et al., 2006). Transformational leaders contribute more significantly to company objectives than their transactional counterparts. Transformational leaders enhance the effectiveness and efficiency of organizations and their processes (Bernard & Avolio, 1993b). Subordinates are more motivated to exert effort when inspired by leaders who engage collaboratively and exhibit a reduced power distance (House & Shamir, 1993). A leader using this approach effectively retains personnel and manages workload in a congenial and accommodating manner. This

leader's increased engagement with employees fosters a sense of comfort and job satisfaction among the workforce (Allix, 2000). When an employee receives appropriate supervision in a congenial manner, he/she will exhibit greater commitment to the company's aims and objectives. The organizational climate is crucial and significantly influences employees' decisions to remain in or depart from their positions (Bernard & Riggio, 2006).

### **Cognitive Enhancement**

Intellectual Stimulation is a method employed by transformational leaders to inspire workers to innovate and engage in creative thinking. It emphasizes innovative problem-solving methods and cultivates employees' interests in critically examining issues and discovering novel approaches to effectuate good change (Bernard & Riggio, 2006).

This technique introduces novel learning chances and innovative concepts to attain superior outcomes. It emphasizes meticulous problem-solving through innovative and distinctive approaches. In a company, both individual and managerial perspectives are scrutinized, leading to the identification of optimal solutions for routine issues (Keller, 2006).

This strategy emphasizes creativity and invention, thereby assisting employees in enhancing their cognitive abilities and embracing risks for beneficial transformation.

### **Personalized Attention**

The leader facilitates individual participation, enabling the sharing of ideas that can enhance both the organization and personal objectives. This strategy enables the leader to discern and evaluate each individual's contribution and engagement to enhance overall performance (Piccolo & Colquitt, 2006).

A leader in this capacity focuses on the distinct needs, aspirations, dreams, and desires of each individual. A leader not only applies strategies but also engages with employees on an individual basis, encouraging them to contribute independently and confidently without reluctance (Judge & Piccolo, 2004).

### **Inspirational Motivation**

Inspirational motivation refers to the manner in which a leader encourages and inspires subordinates by their acts and conduct to attain objectives. He/she articulates the vision to employees and inspires them to maintain a positive outlook toward the future (Piccolo & Colquitt, 2006). This enhances staff morale and instills greater confidence, focus, and determination in task completion.

This technique involves the leader urging followers to transcend their limitations and comfort zones to attain a significant objective with a positive mindset. The leader primarily aligns individual objectives with organizational goals, imbuing each activity with a significant purpose and presenting formidable obstacles in an inspirational manner, so facilitating outcomes that exceed expectations (Bass, 1985).

### **Idealized Influence**

Transformational leaders act as role models for their subordinates. The staff of such a leader exhibit strong confidence in their superior's direction, supervision, and instruction. Transformational leaders strive to convey the vision with enhanced clarity and importance to their subordinates (Bernard & Riggio, 2006). This leadership style is based on communicating a clear vision, setting fundamental principles, and outlining tactics for achieving the purpose, while promoting teamwork and motivating individuals to improve their performance. Employees under this leadership are typically committed to their organization and endeavor to achieve both personal and organizational goals (Bass & Stogdill, 1990).

The aim of transformative leadership is to effectively attain mission objectives through inspiration, enthusiasm, innovation, risk-taking, confidence, and trust. This leadership style posits that the transformative leader acts as a role model and wields considerable influence over their subordinates, inspiring them to work diligently and achieve goals in extremely constructive ways (Bass & Stogdill, 1990).

These executives do not oversee and evaluate employees as transaction managers do. They are focused on clearly expressing and demonstrating their company's vision to employees, empowering them to accomplish those goals with an optimistic attitude.

### **Transactional Leadership**

Transactional Leadership was first proposed by Max Weber in 1947 and subsequently expanded upon by Bernard Bass in 1981 (Bass & Stogdill, 1990). Transactional Leadership is founded on the fundamental principles of planning, regulating, and organizing within the organizational management process. The transaction managers exhibit greater authority and rigor in their regulations. This form of leadership is more methodical and straightforward in its approach. In this organizational structure, employees are required to comply with their bosses' directives (Kuhnert & Lewis, 1987).

This approach adheres to the stick-and-carrot principle, whereby employees are rewarded for achieving desired objectives and penalized for failing to meet expectations in accordance with business regulations. Bass, 1997. The term "transaction" indicates that the relationship between a leader and a subordinate is founded on reciprocity. Effective performance results in awards and promotions, but inadequate performance results in penalties or demotion (Kuhnert & Lewis, 1987).

In this authoritative style, a leader presumes that a regular routine compels employees to fulfill expectations, and consequently, when they receive rewards, their motivation for work increases. The fundamental responsibility of the workers is to comply with the directives of their supervisor and diligently strive to attain the specified objectives (Ghalandari, 2013).

An advantage of this approach is its adherence to a structured system, with management prioritizing the company's objectives before personal interests. Managers endeavor to incentivize staff with prizes contingent upon performance and impose penalties when objectives are not achieved. In this arrangement, employees dread repercussions and so strive diligently to avoid jeopardizing their employment or status (Kuhnert & Lewis, 1987). This leadership style restricts employees' creativity and autonomy, compelling them to adhere strictly to directives rather than pursue goals aligned with their comprehension. Consequently, this routine evolves into a cycle, rendering innovation a formidable challenge (Jung, 2001).

#### **Bass The model of transactional leadership comprises three dimensions:**

##### **1. Conditional Incentives**

In this realm, leaders emphasize the incentives employees have upon accomplishing specified objectives. In this realm, managers consistently endeavor to incentivize staff by affirmative assurances and rewards. A leader should demonstrate continuous involvement and dedication to their subordinates to effectively cultivate a suitable reciprocal connection (Hater & Bass, 1988).

##### **2. Management by Exception (Active)**

In this context, a leader meticulously assesses the performance of each subordinate and directs personnel throughout the process, implementing modifications and enhancements to attain the desired results (Emery & Barker, 2007).

##### **3. Management by Exception (Passive)**

In this context, leaders generally await the emergence of issues before reacting appropriately (Emery & Barker, 2007). Transactional leadership is primarily focused on leadership style and is grounded in basic requirements. Transformational leadership emphasizes higher-level demands.

### **C. Laissez-faire Leadership**

Laissez-faire management is inherently clear. Laissez-faire CEOs have a trustworthy and reliable disposition towards their personnel. They refrain from micromanagement, excessive involvement, and providing superfluous guidance. Laissez-faire CEOs permit their people to utilize their creativity, resources, and expertise

to attain their objectives. Managers have confidence in their staff and their abilities in this leadership style. This leadership style involves providing guidance and assuming responsibility as necessary, although it suggests that subordinates and team members assume leadership roles.

This leadership style is not favored by all managers and staff. Various CEOs are inclined to choose management styles they perceive as most beneficial for their firm. To identify the optimal shared leadership style, it is essential to comprehend each style and its operational mechanisms.

## **Organizational Commitment**

Organizational commitment refers to a psychological attachment, a sense of affiliation, and the drive to enhance organizational progress. It is a process when employees perceive it as their moral and ethical obligation to contemplate the company's future, asserting that dedicating time to organizational development will ultimately facilitate the attainment of their personal objectives as well (Dick & Wagner, 2004).

Organizational commitment serves as a conduit linking employees to their organization. It assesses the degree of dedication and focus of each individual inside the organization and reflects the alignment of individual goals with organizational objectives (Feather & Rauter, 2004).

To retain employees and prioritize their interests that encourage loyalty to the company, the organizational commitment model is implemented. It encompasses three elements that facilitate the identification of employee behavior and enhance engagement by taking these dimensions into account (Hennig-Thurau, 2004).

### **A. Affective commitment**

Affective commitment quantifies the degree of attachment and emotional connection an individual possesses towards the organization. Employees may develop emotional attachments to their organization for various reasons, including positive internal relationships, a conducive atmosphere, a supportive environment, and the encouragement of colleagues (Knippenberg & Sleebos, 2006). When an employee obtains recognition and a distinguished identity within a firm, they develop an affinity for it, which subsequently serves as a motivation to remain employed rather than resigning. This dimension indicates that an employee will remain in their position within the organization due to a desire to stay. This represents the alignment between company objectives and individual aspirations (Powell & Meyer, 2004). Employees in this dimension typically exhibit a favorable disposition towards the attainment of the company's objectives, since their commitment to the organization is not contingent upon economic circumstances. (Powell & Meyer, 2004).

### **B. Ongoing Commitment**

This dimension pertains to the risks and expenses associated with departing from a business. This dimension assesses the requirements of personnel inside a company. An employee may not depart from the organization due to performance evaluations, compensation, medical and other financial advantages, or prospective promotions.

Consequently, customers will remain with the organization due to their necessity for these services (Powell & Meyer, 2004).

This component indicates that employees remain in their positions due to the absence of superior alternatives and substitutes, along with a significant commitment of time, effort, and anticipated future gains in their existing roles (Meyer et al., 2004).

This hypothesis demonstrates that when employees are afforded superior chances, they may prioritize personal advancement and depart from the organization. Employees in this category require particular attention and motivation, as economic incentives and self-interest (such as retirement plans, promotions, and expertise in specific skills) enable them to leave the organization at any moment if they encounter a superior opportunity. This dimension links organizational objectives with the gains and losses in the requirements of individuals affiliated with that specific organization (Powell & Meyer, 2004).

### **C. Obligatory commitment**

This dimension provides insight into the requisite level of participation an individual should maintain inside the business. Employees in this category believe they must remain in this organization due to obligation (Meyer &

Parfyonova, 2010). This factor links the moral and ethical attitudes of employees towards the organization. They perceive loyalty to their company as a duty when the company provides them with benefits (Gellatly et al., 2006). These types of employees exhibit loyalty to the firm due to their belief that it fulfills their requirements and offers benefits, thereby warranting their unwavering allegiance. It indicates that these individuals remain with the organization despite partial job satisfaction or the availability of superior chances elsewhere (Gellatly et al., 2006).

Employees possessing this perspective believe they must prioritize their position owing to several circumstances; for instance, they see that the corporation invested significantly in their training, thus feeling obligated to reciprocate through loyalty and involvement. This dimension links the individual's social and moral responsibilities to corporate objectives. Powell and Meyer (2004).

## METHOD

This research approach is a deductive approach and it is survey research. It uses cross-sectional study. A simple random sampling method was used in this study. There are 13 departments in this company and among them 8 departments are randomly selected and primary data was collected from all employees of the selected departments. In this study, multiple regression analysis was undertaken. Structured questionnaires were used to collect the primary data. The Multi factor Leadership Questionnaire (MLQ) is used to identify leadership style. To determine organizational commitment, the Organizational Commitment Questionnaire (OCQ) by Meyer and Allen's (1997) was used in this study.

## DISCUSSION AND FINDINGS

### Reliability Analysis

Table 1 Reliability Analysis of Data

No.	Factors	Cronbach's Alpha	No. of Items
1.	Transformational Leadership	0.840	12
2.	Transactional Leadership	0.889	8
3.	Laissez-Faire Leadership	0.823	6
4.	Affective Commitment	0.803	7
5.	Normative Commitment	0.812	7
6.	Continuance Commitment	0.770	6

Source: SPSS output

Table 1 indicates that Cronbach's alpha values for all variables exceeded the threshold of 0.7. This signifies that the data is trustworthy and sufficient for subsequent investigation.

### Regression Analysis

#### Effect of Leadership Style on Affective Commitment

In examining the effect of leadership style on affective commitment of employees (in Table 5.1), it is found that the perception on transformational leadership style of managers is significantly and positively effect on affective commitment of employees at 1% level ( $b = 0.242$ ,  $p < 0.01$ ). Hence, it can be said that the positive agreement of transformational leadership style is directly effect of affective commitment of employees.

The transactional leadership style of managers is significantly and positive effect on affective commitment of employees at 10% level in this organization ( $b = 0.230$ ,  $p < 0.10$ ). Thus, it can be said that the perception on

transactional leadership style of manager is significantly effect on affective commitment of employees in this study.

Nevertheless, it can be seen that the perception on laissez-faires leadership style is insignificant effect on affective commitment of employees in the study.

Table 2 Analysis the Effect of Leadership Style on Affective Commitment

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.986	0.299		6.638	0.000	
TFL	0.242	0.085	0.297	2.854	0.006	1.696
TSL	0.230	0.134	0.340	1.714	0.091	6.153
LSL	0.111	0.094	0.214	1.179	0.243	5.137
$R^2 = 0.577, \text{Adj } R^2 = 0.558, F = 30.038 (p < 0.01)$						

Source: SPSS Output (Appendix B)

Note: TFL = Transformational Leadership, TSL = Transactional Leadership,

### Effect of Leadership Style on Normative Commitment

In examining the effect of leadership style on normative commitment of employees (in Table 5.1), it is found that the perception on transactional leadership style of managers is significantly and positively effect on normative commitment of employees at 1% level ( $b = 1.156, p < 0.01$ ). Hence, it can be said that the positive agreement of transactional leadership style is directly effect of normative commitment of employees.

However, it can be seen that the perception on transformational and laissez-faires leadership style are insignificant effect on affective commitment of employees in the study. Moreover, these two coefficients have negative sign on normative commitment of employees

Table 3 Analysis the Effect of Leadership Style on Normative Commitment

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-.132	.349		-.379	.706	
TFL	-.086	.099	-.063	-.874	.385	1.696
TSL	1.156	.156	1.014	7.398	.000	6.153
LSL	-.080	.110	-.092	-.731	.467	5.137
$R^2 = 0.799, \text{Adj } R^2 = 0.789, F = 87.248 (p < 0.01)$						

Source: SPSS Output (Appendix B)

Note: TFL = Transformational Leadership, TSL = Transactional Leadership,

LSL = Laissez-faires Leadership

### Effect of Leadership Style on Continuance Commitment

In examining the effect of leadership style on continuance commitment of employees, it is found that the perception on laissez-faires leadership style of managers is significantly and positively effect on affective commitment of employees at 1% level ( $b = 0.245, p < 0.01$ ). Hence, it can be said that the more the positive agreement on laissez-faires leadership style of managers, the more the increase in continuance commitment of employees.

The perception on transformational leadership style of managers is significantly and positive effect on continuance commitment of employees at 5% level in this organization ( $b = 0.194, p < 0.05$ ). Thus, if there is a significant increase on transformation leadership style of managers, it can be said that most of employees have positive agreement on affective commitment.

However, it can be seen that the perception on transactional leadership style is insignificant effect on continuance commitment of employees in this study.

Table 4 Analysis the Effect of Leadership Style on Continuance Commitment

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.028	0.271		7.469	0.000	
TFL	0.194	0.077	0.243	2.521	0.014	1.696
TSL	0.112	0.122	0.169	0.918	0.362	6.153
LSL	0.245	0.086	0.479	2.857	0.006	5.137
$R^2 = 0.639, \text{Adj } R^2 = 0.622, F = 38.872 (p < 0.01)$						

Source: SPSS Output (Appendix B)

Note: TFL = Transformational Leadership, TSL = Transactional Leadership,

LSL = Laissez-faires Leadership

### Effect of Leadership Style on Organizational Commitment

In study the effect of leadership style on organizational commitment of employees, it is found that the perception on transformational leadership style of managers is significantly and positively effect on organizational commitment of employees at 10% level ( $b = 0.113, p < 0.10$ ).

Table 5 Analysis the Effect of Leadership Style on Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.261	0.205		6.153	0.000	
TFL	0.113	0.058	0.126	1.945	0.056	1.696

TSL	0.516	0.092	0.693	5.617	0.000	6.153
LSL	0.086	0.065	0.150	1.329	0.189	5.137
$R^2 = 0.837$ , Adj $R^2 = 0.829$ , $F = 112.609$ ( $p < 0.01$ )						

Source: SPSS Output (Appendix B)

Note: TFL = Transformational Leadership, TSL = Transactional Leadership,

LSL = Laissez-faires Leadership

Thus, it can be assumed that, in this organization, the high positive agreement on transformational leadership style of managers mainly depend on to get the highest positive agreement of organizational commitment of employees. The transactional leadership style of managers is also significantly and positive effect on organizational commitment of employees at 1% level in this organization ( $b = 0.516$ ,  $p < 0.05$ ). Hence, to get the increase on organizational commitment of employees there is needed to agree most on affective commitment.

However, it can be seen that the perception on laissez-faires leadership style is insignificant effect on organizational commitment of employees in the study.

## CONCLUSION

This study aimed to investigate the impact of leadership style on organizational commitment inside Than Lwin Shwe firm. Analyzing the impact of leadership style on employees' affective commitment. The transformational leadership style considerably and positively influences employees' affective commitment, followed by the transactional leadership style, which also has a considerable and positive effect on affective commitment. However, the laissez-faire leadership style has a minor effect on the affective commitment of employees in the study.

The examination of leadership style's impact on employees' normative commitment reveals that managers' transactional leadership style considerably and positively influences this commitment. The transformational and laissez-faire leadership styles have an insignificant effect on employees' affective commitment in the study. Furthermore, these two coefficients exhibit a negative correlation with employees' normative commitment.

The analysis of leadership style's impact on employees' continuance commitment reveals that the laissez-faire leadership style has a significant positive effect, followed by the transformational leadership style, which also significantly enhances employees' continuance commitment within the organization. Nonetheless, this study indicates that the transactional leadership style has a minimal effect on employees' continuing commitment.

The study reveals that both transformational and transactional leadership styles significantly and favorably influence employees' organizational commitment. However, it is evident that the laissez-faire leadership style had a minor effect on employees' organizational commitment in this study.

## RECOMMENDATIONS

Both transformational and transactional leadership styles have been found to have a strong and positive association with employee total commitment. Than Lwin Shwe Company Limited should endeavor to maintain these leadership styles inside their firm, as dedicated personnel are highly desirable.

This study advocates that, given that transactional leadership relies on contingent rewards and management by exception, managers should reward employees positively when they meet or exceed performance requirements. Similarly, a negative reinforcement method should be employed through correction, criticism, or other punitive measures to enhance performance when it falls short of the expected standard.

The study advocates that transformational leadership relies on individualized considerations, inspirational motivation, and idealized impact. Than Lwin Shwe Company must emphasize coaching, training, and the development of its employees' capacities to enhance creativity and inventive performance in their roles. The

chosen mining business should evaluate individual contributions and provide enhanced best practices for commitment development initiatives for leaders.

While laissez-faire leadership behavior does not promote organizational commitment, it is the primary predictor of continuation commitment in this study. Managers must not only trust employees but also address their economic demands in a laissez-faire manner.

This study provides further insights into the implications of cultivating suitable leadership styles within the setting of the mining industry. This study underscores the significance of managers in this field selecting an appropriate leadership style, since it is essential for securing employee commitment. When dedicated employees are psychologically invested in their organizations, their performance will enhance, facilitating the achievement of organizational objectives. Organizational performance can be significantly enhanced if managers are motivated, educated, and cultivated with pertinent leadership qualities. Therefore, leveraging the requisite leadership traits among managers will be a crucial strategy for organizational success. To achieve employee organizational commitment and enhance job performance, leaders must implement the suitable leadership style.

### Requirements for Additional Research

Various industries will undoubtedly engage in research on leadership styles and organizational commitment in the future. The study is undertaken for the mining sector. There are further sectors such as industrial, marketing, and business sectors, among others. Future research should incorporate moderator or mediator variables into the current study model, such as work design, organizational justice, or personality traits.

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